

**PROCEEDINGS OF THE BROWN COUNTY
EDUCATION AND RECREATION COMMITTEE**

Pursuant to Section 19.84 Wis. Stats., a regular meeting of the Brown County Education and Recreation Committee was held on Thursday, July 26, 2018 in the Education and Conservation Classroom at the NEW Zoo & Adventure Park, 4418 Reforestation Road, Green Bay, WI

Present: Chair Van Dyck, Supervisor Landwehr, Supervisor Suennen, Supervisor Ballard

Excused: Supervisor Lefebvre

Also Present: Supervisor Erickson, Supervisor Lund, Supervisor Tran, Museum Director Beth Lemke, Deputy Museum Director Kevin Cullen, Golf Course Superintendent Scott Anthes, Zoo and Park Director Neil Anderson, Assistant Park Director Matt Kriese, Administrative Secretary Barbara Basten, other interested parties.

I. Call to Order.

The meeting was called to order by Chair Van Dyck at 5:45 pm.

II. Approve/Modify Agenda.

Motion made by Supervisor Landwehr, seconded by Supervisor Suennen to approve. Vote taken. **MOTION
CARRIED UNANIMOUSLY**

III. Approve/Modify Minutes of June 28, 2018.

Motion made by Supervisor Suennen, seconded by Supervisor Landwehr to approve. Vote taken. **MOTION
CARRIED UNANIMOUSLY**

Comments from the Public – None.

Consent Agenda

1. Minutes of the Neville Public Museum Governing Board (July 9, 2018).
2. Budget Status Financial Report for June 2018 (Unaudited) – Golf Course.
3. Financial Statistics for June 2018 – Golf Course.
4. Budget Status Financial Report for June 2018 (Unaudited) – Museum.
5. Budget Status Financial Report for June 2018 (Unaudited) – Parks Department.
6. June 2018 Field Staff Reports – Parks Department.
7. Budget Status Financial Report for June 2018 (Unaudited) – NEW Zoo.
8. Monthly Activity Reports – NEW Zoo.

Motion made by Supervisor Landwehr, seconded by Supervisor Suennen to approve consent agenda. Vote taken. **MOTION CARRIED UNANIMOUSLY**

Communications

9. Communication from Supervisor Erickson re: To keep the Veterans Memorial Monument located between the arena and Shopko Hall in the new building to be constructed on just outside the new building. The monument honoring veterans has stood for almost the life of the arena. *Held for one month.*

Supervisor Erickson said the memorial which is the subject of this communication was donated by a veterans' organization right after the original arena was constructed. It is located east of the arena, near the wall. He recalled putting in a communication a year or so ago to be sure the veteran aspect is kept intact in the new design and a motion was made in that regard. Erickson said the memorial he is talking about is a large rock with a plaque on it and it is important to have it incorporated into the new facility somehow. It is part of the heritage of the original memorial arena and Erickson wants to be sure that is preserved.

Van Dyck recalled that former Supervisor Zima also put in a communication regarding keeping the veteran aspect of the facility and a motion was made that the Ed and Rec Committee would be responsible for looking after the veteran recognition aspect when a new facility is built and that was including in the MOU with Ashwaubenon.

Motion made by Supervisor Landwehr, seconded by Supervisor Suennen to refer to staff to include in the architectural design of the new facility. Vote taken. MOTION CARRIED UNANIMOUSLY

10. **Communication from Supervisor Erickson re: Have the Parks Department look into purchasing the old Eagle's Nest to add a much needed safe harbor and boat launch. *Referred from July County Board.***

Erickson felt it would be worth the county looking into purchasing the old Eagle's Nest. He is not necessarily talking about the building per se, but the general surrounding area which has a suitable amount of parking to be utilized as a boat launch. He also said the area would be a very good safe harbor and noted that that is something that is lacking in the area. He indicated Planning has spent a lot of time looking at safe harbors.

Van Dyck asked if the property is currently for sale and Erickson responded that it is currently listed for sale at \$1.9 million dollars. Assistant Park Director Matt Kriese said this has been on the radar for a few years. He said Planning is working on a safe harbor plan and they will be visiting the boat landings soon. Once the safe harbor plan is done, they will be able to determine what needs to be done in terms of safe harbors and boat landings. There is some grant money available, but to what extent is not known at this time. He said there are a number of things to look at such as the county owning the clubhouse and then renting it out to a private party to operate and other things like that. Lund felt the county owning the building and making the needed updates and improvements would be attractive to someone who wanted to come in and run it. Kriese said this is in the very early stages of discussions and there are so many things to take into consideration.

Motion made by Supervisor Landwehr, seconded by Supervisor Suennen to refer to staff and come back in 60 days with a follow up. Vote taken. MOTION CARRIED UNANIMOUSLY

Discussion / Presentation Items / Superintendent's Report / Director's Report

Golf Course

11. **Superintendent's Report.**

Anthes referred to the financial statistics approved under the consent agenda. He informed rounds for June are up over 2017 by about 200. Overall, however, total rounds to date are still down somewhat compared to last year due to the late opening of the course this year. Anthes said year to date revenue on the POS system shows the golf course is above last year's numbers, however, that is not quite accurate. There is a difference in the P&L and POS numbers because season passes are now sold at the golf course and more passes were sold there than in the Clerk's office. Anthes also mentioned that the new .5% sales tax is reflected in these figures. Cart revenue is up over last year. The last three months at the golf course have been very good.

Anthes informed the golf course recently hosted a very successful Wisconsin PGA Juniors event which is a traveling tour. There were over 120 entries but the only money the course really makes is on cart rentals to parents to ride around to watch their kids play. Anthes also referenced the irrigation system and said it has been working almost nonstop. Overall the course is in very good shape and they continue to receive a lot of compliments.

With regard to maintenance, Anthes said all fertilizers and fungicides were applied as needed and on schedule. They have also been doing a lot of hand watering on the hot days. The ponds have been treated and the bunkers are being edged. They are also marking trees which will need to come down in the winter and they have also rebuilt the right fairway bunker on 8 because it was not draining very well. It is anticipated the same will have to be done on the left side as well. Anthes continued that staffing is still an

issue and they will be 2 – 3 seasonal positions short in the fall and he noted the college kids are starting to leave in the next few weeks.

Supervisor Ballard arrived at 6:05 pm.

Upcoming projects include continuing bunker edgings, pond and creek bank trimming and looking at the second fairway bunker on 8 as mentioned earlier. Chipping greens also need to be trimmed back and spruced up.

Upcoming events and outings at the golf course include the Salvation Army event on July 30, Police Benevolent Fund outing on August 3, Junior League Family Fun Night on August 17, Fairchild Equipment outing on August 13, Brown County Amateur on August 10, 11, and 12 and the Beau Mettler Foundation event on August 25.

Motion made by Supervisor Landwehr, seconded by Supervisor Ballard to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY

Museum

12. 2019 Capital Project 5-Year Outlook Summary.

Motion made by Supervisor Ballard, seconded by Supervisor Landwehr to take Items 12, 14 and 16 together at this time. Vote taken. MOTION CARRIED UNANIMOUSLY

Museum Director Beth Lemke indicated the schedule with Blue Water Studios has been revised somewhat. There will be a portion of funding that goes out this year but it will be less than the \$500,000 because it is later in the year. The bulk of the funding will be disbursed in 2019. The project has been compressed and all of the renovation will happen in 2019 with a proposed grand opening in early 2020.

Motion made by Supervisor Ballard, seconded by Supervisor Landwehr to approve the 2019 Capital Project 5-Year Outlook Summary. Vote taken. MOTION CARRIED UNANIMOUSLY

13. Director's Report.

Lemke reported the Museum partnered with On Broadway, Inc. for their second igNight market. Museum Place was shut down and there was music and activities all around the Museum. The Museum extended their hours for the *Our Brown County* exhibit during the event and almost 400 people took advantage of that and viewed the exhibit. Overall it was a very good evening and partnering with On Broadway was a real benefit. There was also a participatory art project with the igNight market and it is currently in the parking lot. A group of sculpture artists fabricated a metal dragon that was then transported to the Museum and the dragon, known as Dragon Slayer, will be in the parking lot for the next few months while it is built out with a wooden exterior and fabric wings. The Museum will be open for parking at the igNight market at Leicht Park in August and the sculptors will be stationed at the Neville talking about the sculpture and then it will be lit on fire later in the season at igNight on Pearl Street in September.

Lemke also talked about the *Delay of Game* exhibit and said the reception will be held on August 7 with an official opening date of August 11. The curator at the Museum was able to track down Bob Mann's wife, Vera Mann. Bob Mann was the first African American player for the Packers. Mann's wife and daughters are flying into town to attend the reception and they are very honored to do so. They will also be loaning some items to the Museum for the exhibit and they are very honored to have their husband/father's story highlighted in the exhibit. Lemke said they have talked to the Packers and are working on getting tickets to the game for Mann's family.

Lemke continued that as part of the Explorer Wednesday community partner night, UW Extension will have an open house with ag related activities for families both inside and outside and the Brown County Fair

Association will also be participating. The Museum will also be open and Lemke said that on a slow Explorer Wednesday they get about 250 – 300 people, but in the busier months they can get 600 people or more.

Lemke said the Estamos Aqui exhibit won both a state and national award. The award from the Wisconsin Historical Society will be presented to the Museum on August 30 and Lemke will send further information on this to the Committee. She concluded by talking about several of the other items contained in her Director's report including the dugout canoes and the Bee exhibit.

Motion made by Supervisor Ballard, seconded by Supervisor Landwehr to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY

Library

14. 2019 Capital Project 5-Year Outlook Summary.

See action at Item 12 above.

15. Director's Report.

Van Dyck said the search for an Executive Director is continuing and the application phase closed recently. Twenty-two applications were received and the personnel committee of the Library Board is reviewing those applications and will narrow it down to about six who will be interviewed via Skype. From there the pool will be narrowed down to three applicants who will then come to town on August 13. The public will be invited to an open forum that evening to ask questions of the applicants and the applicants will be able to make presentations at the same time. The Library Board will then interview the candidates the following day and make a selection.

With regard to the East Branch, Van Dyck said there have been conversations over the last several months regarding a co-location collaboration with the Green Bay school system, but after looking at some of the challenges that exist between what a school system is required to have and what a public library is supposed to have, it has been determined that a collaboration is probably not going to work so those discussions have been abandoned. The problem with having a library branch located on school property is that sex offenders cannot be within a certain number of feet of a school, but the Library cannot have that restriction which presented a conflict which could not be overcome. During research on this, the current arrangement with the Denmark branch which is located within a school was examined. There are two issues with this. The first issue is the continued problem with the potential conflict with sex offenders being in the premises. The other issue is that Denmark will be implementing the Raptor system soon which scans visitors' licenses to do a quick background check, but that background check violates the Library's policy. The result of this is that the hours at the Denmark Branch will be changing as the only way to avoid the background check scanning would be to open the Library only after the school day ends and the Raptor system is turned off. The Library will continue to look at other options within the Village.

Van Dyck continued that the Library Board will be looking at doing an RFI to see if there are any developers that may be interested in doing some type of co-use facility for an East branch and they will also be looking at hiring a realtor to represent the Library's interest in trying to find a piece of property or land within the area. Lund asked about the East Town Mall idea that was brought up in the past. Van Dyck said the Library Board was not very interested in that and it was being pushed more by the City of Green Bay. The Library Board felt the accessibility to that portion of the mall was not good and did not provide any exposure. Supervisor Tran asked if there was anything to report on the Ashwaubenon branch. Van Dyck said there is not really too much to report on Ashwaubenon because the main focus at this time is the East branch. He said there was a developer that was looking at doing something on Ridge Road but it seemed to be a rather expensive undertaking so this will have to be revisited again in the future.

Ballard asked for an update on the Pulaski branch and the renovation credits. Van Dyck said the Library Board met and had a conversation about funding. Before the sales tax was passed, the Board put aside

\$300,000 with the condition that Pulaski raises an additional \$300,000. Then there was another \$300,000 for furniture, fixtures and equipment which was to be taken out of an existing trust fund. When the sales tax was passed, there were comments that up to \$1 million dollars would be dedicated to that branch and there were discussions that the tax credit would make up Pulaski's portion but the Library Board would not agree to that. Conversations then took place that the Library Board would need to let Pulaski know that they still had to raise the \$300,000. Pulaski said they were trying to raise money for something else in the community and they did not feel they could raise the \$300,000 for the Library as well. The renovations at the Franciscan Center then proceeded without the Library and that information just came to light within the last month. Van Dyck gets the impression there are different opinions within the administration in Pulaski as to whether or not they really wanted the Library in the Franciscan Center or not.

No action taken.

Zoo & Park Management

16. **2019 Capital Project 5-Year Outlook Summary – Zoo & Park Mgmt.**

See action at Item 12 above.

17. **Standing Item – Fairgrounds Strategic and Master Plan – Parks Department.**

Assistant Park Director Matt Kriese said Ashwaubenon, Brown County and De Pere met recently and set parameters on what they want to see. De Pere and Ashwaubenon both said they would support the plan as long as recreation along the riverfront is included as that is their priority. De Pere feels the oak grove and boat landing need to be protected and anything else could be fair game pending approval by their park board and City Council. Information gathered at the meeting was sent back and two concepts will be developed and brought back at a meeting in September. The two concepts will include costs of implementation along with what could potentially be brought in or lost and there will be discussions regarding staffing, insurance costs, salaries and things of that nature.

Van Dyck said the ice center which previously had been on the table, and then taken off the table may now be back on the table as a potential option and that could definitely change the complexion of those things. Landwehr said he agreed with protecting the boat landing and oak grove, but asked how the ice arena would affect what we are talking about doing on the property. Kriese said one thing that was talked about in the past was using the building for indoor exhibition space which would then free up a half acre or so on Brown County's property. Brown County owns about 36 acres of the property while De Pere owns 14 acres and every square inch needs to be maximized. Having the ice arena would be a benefit and one of the concepts that will be brought back will address that.

Landwehr said there seems to be enough property directly across the street for sale and he would like to look at expanding that way if the price is fair rather than trying to have an exhibition building 500 feet away from the rest of the activities. The potential benefits of that property were discussed and Kriese said at this point, everything is on the table and he did not necessarily disagree with Landwehr. Van Dyck brought up the strip of land up front that the City used to own and said it is the most visible piece of property and moving the rides and things like that to the front may pull more people in.

No action taken.

18. **Director's Report – Parks Management.**

Kriese reported the water flow meter on the well at Bay Shore had to be replaced at an expense of several thousand dollars. He said there have been more major equipment repairs this year than usual.

Projects in the works include the following:

- Fox River Trail five year plan
- Fairgrounds plan
- Pamperin Park environmental enhancement
- Roof project at Pine Shelter at Reforestation Camp
- Roof project at Pamperin Park
- Barkhausen storage building
- Bay Shore boat landing RFQ

Upcoming events include:

- Youth Fishing Tournament at Lily Lake
- Bee Movie at Pamperin Park
- Gun Deer season sign up
- German Shepherd dog event at the Fairgrounds
- Campvention at the Fairgrounds
- Packer Family Night camping at the Fairgrounds
- Youth Waterfowl Day
- Brown County Fair

With regard to the Fair, Van Dyck informed that members of the County Board will be invited to a tour of the Fairgrounds on August 15 at 5:00 pm prior to the County Board meeting. A notification will be going out about this.

**Motion made by Supervisor Ballard, seconded by Supervisor Suennen to receive and place on file. Vote taken.
MOTION CARRIED UNANIMOUSLY**

19. Director's Report – NEW Zoo.

a. Strategic and Master Plan update.

Park and Zoo Director Neil Anderson introduced Joe Draves and Susan Johnson of the Zoo Society along with Dr. Tracey Gilbert who is the veterinarian at the Zoo and Administrative Secretary Barbara Basten.

Anderson talked about the detour on Highway 41 that affects the Zoo exit and said work is supposed to be done and the exit should be open again by the weekend. The exit was closed for two months and it has been challenging. Anderson also said the Zoo Society will hold their annual Feast With The Beasts on August 6 and tickets are still available. This event has been happening for 19 years and is a great fundraiser and very popular. Other things coming up including Meijer paying the first 500 admissions this Saturday and the United Way will be renting the special events area and holding an event.

Anderson provided the Committee with an update on the strategic and master plan. He said the main thing they are working on at this time is enhancing the guest experience and he talked about ways they are doing that such as offering VIP tours of the animal hospital and lion training wall and giraffe behind-the-scenes experiences. The Visitor and Convention Bureau has dedicated funds and brought an individual in to help facilitate putting the VIP experiences together and a good portion of attractions at the Zoo have been involved.

Anderson provided a handout regarding the implementation of guest experience expectations and strategic framework/action plan, a copy of which is attached. He outlined the handout and talked about the guest experience plan which applies to the entire facility. They are in the process of developing a guest experience expectation plan and are looking at value added things that the staff can do to increase the guest experience such as making animals more visible in their exhibits and interacting with visitors whenever possible. Anderson said everyone is working hard and working together on the strategic plan and things are progressing well.

Ballard asked if Anderson feels the Board has been supportive in the process and what the Board can continue to do to support the Zoo in the process of improving the guest experience. Anderson responded that the big thing on their end is the physical end of things and the implementation schedule. Anderson said they reassess things every year and talked about how they are budgeting for some of the items they are working on. They talked in the past about the fund balance and Anderson said the fund balance at the end of this year will be in the area of \$1 million dollars and it is now time to reinvest some of that in the Zoo. He provided a handout regarding modification to the timeline for the Zoo Master Plan, a copy of which is attached, that shows the projects they would like to take care of in 2019 and he talked about several of those items.

Anderson talked about the canopy tour they would like to develop. He said it is time to get something new in the Adventure Park and the canopy tour would be a walking canopy that goes over the Zoo. This would enhance the Adventure Park as well as the Zoo and it could be designed to not have staffing needs like the Adventure Park does. The operating expenses would be very low while still providing new experiences for the guests. Funds for projects like this could come from the fund balance. Anderson said they are also looking at things like partnerships with NWTC to do some exhibit building and leverage their resources which could provide a major facelift for the Zoo.

Ballard asked if there are any associations or something similar that makes recommendations as to what the fund balance should be for a zoo the size of the NEW Zoo. Anderson responded that the County does not have a specific fund balance policy but 20 – 25% of the operating budget seems to be common. The Zoo has an operating budget of a little over \$2 million dollars and he'd be comfortable with a fund balance of at least \$500,000. Anderson recalled at one time the Zoo was running at a deficit of about \$456,000, but that has all been paid back and now there is a healthy fund balance.

Anderson also distributed the 2018 Benchmarks from the Association of Zoos and Aquariums, a copy of which is attached. This document gives an idea of market saturation, membership, attendance, volunteerism and other statistics that offer a comparison to how the NEW Zoo is doing. Anderson noted that the NEW Zoo is only one of eight zoos in the AZA that makes it on its own without an endowment fund kicking in towards the operations.

Van Dyck said he would like the Association to come up with a formal figure for the fund balance. He knows the Association manages the funds and he does not want to get into their business, but from the County's perspective, the intent would be to keep the Zoo off the tax roll, but if there is a bad year and there is no buffer, there would be questions as to how to handle that. Anderson said the AZA looks at the fund balance and whether it is adequate during the accreditation process and noted that facilities have actually lost their accreditation for not having a plan in place to handle what Van Dyck is talking about. Anderson will check with the AZA to see what they have for a number and let the Committee know.

Van Dyck also talked about the VIP guest experiences Anderson spoke about earlier and urged him to keep those things affordable for families. Anderson said they have taken that into consideration and they will keep their costs as affordable as possible. They have always looked at the Zoo as being a family friendly affordable experience. They work hard to find the right mix to keep the guests coming back and keep the "new" in NEW Zoo.

Landwehr asked if there are any plans for the Zoo to do something with the Convention and Visitors Bureau's new facility. He said it would be great to have some sort of small exhibit in their building to try to draw people out to the Zoo and Adventure Park. Anderson responded that they do work with the Convention and Visitors Bureau and they have been a great advocate for the Zoo and Adventure Park. Anderson said he has not seen any of the plans yet for the Convention and Visitors Bureau, but he feels there will probably be some sort of front and center display promoting area attractions and the Zoo would be part of that.

Supervisor Tran asked if there is any type of tourist city pass available that includes the NEW Zoo and Adventure Park. Anderson said he is not aware of any specific pass that includes a number of attractions, but they have tried things in the past to have certain membership days and things like that, but it does become difficult. He said what they really like to do is have those that attend regularly to become members because they then often become donors. He said the Visitors and Convention Bureau did do a passport type thing at one time that people could get stamped at various locations and it did have some success, but they no longer do that.

Motion made by Supervisor Ballard, seconded by Supervisor Landwehr to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY

Action Items

20. Budget Adjustment Request (18-84) re: Reallocation of more than 10% of the funds original appropriated between any of the levels of appropriation – Parks Department.

This budget adjustment is for use of the remaining \$15,000 that was approved by the County Board during the 2018 budget process for Parks Friends Groups outlay contributions. This contribution to the Neshota Friends Group will be for asphalt repairs near the shelter building. Kriese said the County will be putting in up to \$5,000 for the project and the Friends group will be doing the labor.

Motion made by Supervisor Landwehr, seconded by Supervisor Ballard to approve. Vote taken. MOTION CARRIED UNANIMOUSLY

Other

21. Audit of Bills.

Motion made by Supervisor Ballard, seconded by Supervisor Suennen to pay the bills. Vote taken. MOTION CARRIED UNANIMOUSLY

22. Such other matters as authorized by law. None.

23. Adjourn.

Motion made by Supervisor Landwehr, seconded by Supervisor Suennen to adjourn at 7:26 pm. Vote taken. MOTION CARRIED UNANIMOUSLY

Respectfully submitted,

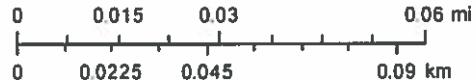
Therese Giannunzio
Administrative Specialist

Part of Brown County Wisconsin



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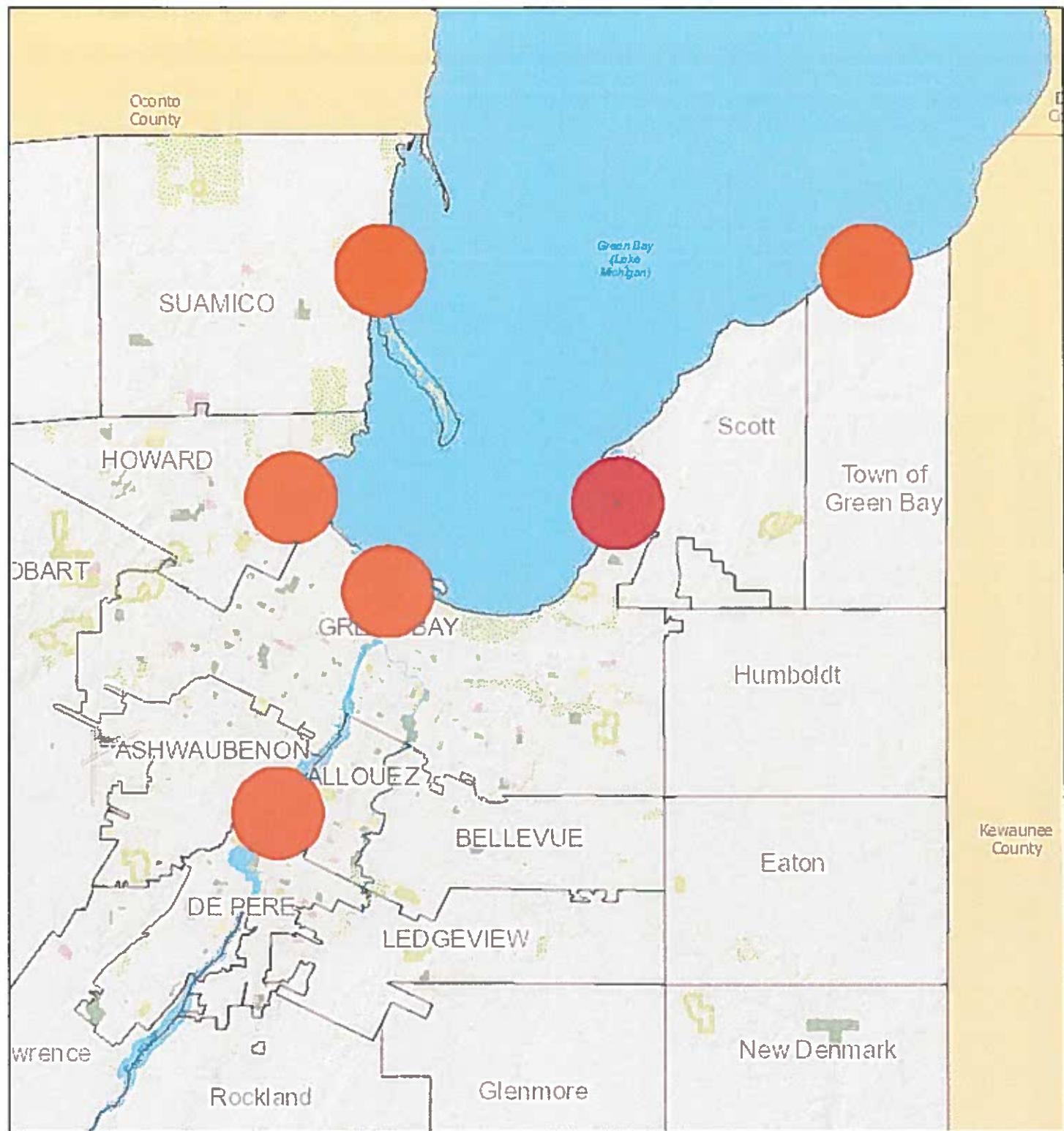
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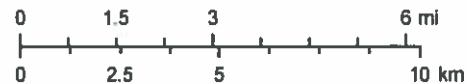
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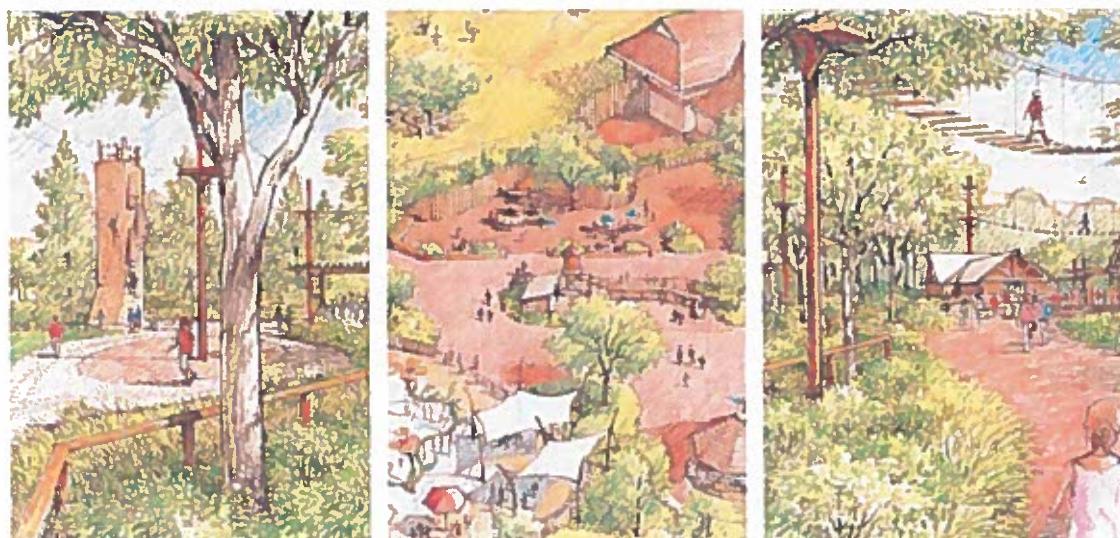
10

Guest Experience Expectations

Strategic Framework/Action Plan

Implementation

Northeastern Wisconsin Zoo & Adventure Park
Master Plan and Strategic Plan 2017



Northeastern Wisconsin Zoo & Adventure Park
MASTER PLAN

JANUARY 26, 2017



Updated: July 2018

19a

Guest Experience Expectations for Zookeepers:

The Animal Department has a key role to play in meeting our guest's expectations and furthering our mission of "connecting the community with wildlife and nature through engaging interactive experiences". Zookeepers can have a significant impact on the visitor experience in the following ways:

Providing interesting, educational animal exhibits

- Animals visible in exhibits. To enhance animal welfare, most exhibits feature opportunities for animals to be out of the public view. Zookeepers can, however, encourage animals to choose to be "on display".
 - Sheltered areas where animals feel safe and hidden while still being visible (bobcat and raccoons in tree above visitors, lynx in deadfall structure, cougar and otters in hollow logs, frogs in plants).
 - Enrichment items or activities that encourage animals to use the front and center portions of their exhibits.
- Exhibit enhancements that encourage animals to engage in natural behaviors (dust baths, climbing opportunities) and offer possibility of corresponding visitor "adventure"
- New exhibit designs should incorporate "behind the scenes" tour options, publicly visible training areas, adventure component.

Interacting with visitors whenever possible. Although safety concerns prevent Keepers from chatting with visitors in some instances, opportunities to engage in conversation and answer questions are plentiful. We receive very positive feedback from guests who have a good experience talking with knowledgeable staff. Zookeepers should:

- Initiate conversations with Zoo guests and volunteers
- Share information and stories that feature conservation and animal welfare
 - Most keepers have been involved in field work projects with endangered species
 - Many of our animals are part of SSP breeding programs
 - Provide examples of animal welfare improvements
- Listen – visitors love to tell us about their experiences with wildlife/animals/pets
- Remain helpful and courteous even in difficult situations

Training:

Zookeepers review and sign "Brown County Zoo & Parks Department Code of Business Conduct" and "Zookeeper Guidelines" during initial orientation. Both documents include sections regarding Customer Service. The documents are also reviewed annually during group training.

Strategic Framework/Action Plan Implementation for Animal Care:

1.1.3 Zookeepers designed and implemented Penguin Feeding Experience. Revised Keeper routes to incorporate VIP giraffe behind the scenes tour, giraffe browse collection for feeding program, penguin feeding program. AAZK/Zookeepers organized World Giraffe Day event: fund raiser for giraffe conservation and free activities for guests

1.1.6 Curator worked with Operations Manager to offer "Painting with Penguins" evening events as fundraisers for conservation.

2.1.4 Conservation talk (SAFE) featured in "Painting with Penguins" events

3.1.3 Request for increase of Zookeeper LTE hours to provide sufficient vacation coverage (still deficient in ability to add formal "keeper chat" type programming to work schedules).

5.2.1 Annual review in April. Maintaining current collection/exhibits. Replaced fish with softshelled turtle (more appropriate for exhibit). Agouti exhibit construction underway. Consider renovating cougar exhibit for snow leopard.

5.2.2 All Animal Dept. SOPs, Policies reviewed and updated 2017

5.2.3 Giraffe training featured in "VIP behind the scenes" tour, Lion training underway for adaptation to planned training wall. All animals are on enrichment schedule. Expansion of training program (beyond husbandry/vet needs) difficult with current staffing levels.

5.5.3 AAZK group participates in beach clean up events

5.5.4 Zookeeper Trish Schuchart organized and promoted plastic bag collection and arranged recycling with local grocery store.

Guest Experience Expectations for Education and Volunteer Department:

The Education and Volunteer Departments have key roles to play in meeting our guest's expectations and furthering our mission of "connecting the community with wildlife and nature through engaging interactive experiences." Our Education Staff and Interns, as well as our Volunteers, can have a significant impact on the visitor experience in the following ways:

Providing interesting, educational animal encounters with guests

- Bringing the community together with animals in a safe manner while educating the community about the animals and conservation.
 - On-site education opportunities through visitor chats, animal encounters, Zoo Camps, Scout Badges, Home-school workshops and more.
 - Off-site education through the Zoomobile program that brings animals and educators to different settings including libraries, schools, elder care facilities, day cares and more.
- Educating the community on what individuals can do for conservation.

Providing the community with education through our Volunteer Program.:

- Volunteers are great advocates for the NEW Zoo, conservation and wildlife in general and both educate the community as well as learn about wildlife and conservation through volunteering
 - Volunteers provide great Giraffe information to the community through their running of the 'Giraffe Feeding Experience'
 - Volunteers participate in our Behind-the-Scenes programs that educate the community about wildlife, conservation and the zoo
 - Connect with the community through sharing their experiences of volunteering at the zoo

Education staff also continue to improve the website, social media experiences, and online purchasing of tickets and programs

Training:

Educators, interns, and volunteers (long-term volunteers) go through extensive trainings on a variety of topics, including customer service and wildlife/environmental education, both on-site and through Cypherworx online training. Intern and Education training includes 40 hours of animal handling, customer service and general zoo information training.

Strategic Framework/Action Plan Implementation for Education and Volunteers:

1.1.1 Education provides most signage throughout the zoo including wildlife conservation information, animal life-history signage, etc. New signage in 2018 includes Sea-food Watch information in the Education and Conservation Center and plans for interactive giraffe conservation signage in the Giraffe Discovery Center.

1.1.2 Implemented additional Customer Service training and roll-playing during Intern and Educator training for 2018 and will continue to include more training for volunteers to improve the guest experiences.

1.1.4 Printed and installed maps of the zoo throughout the zoo in 2017 to improve the guest experience

1.1.6 Worked with Joe Veneto and the Green Bay Visitor and Convention Bureau to develop and add VIP Behind-the-Scenes programs including penguin, tortoise, and giraffe encounters. Added additional Zoo Camps for 2018 season as well as more Zoomobiles with an additional Zoo Educator LTE.

1.1.8 Work to provide access for guest to purchase tickets to VIP programs, education classes and more online in 2018. Researching opportunities within our POS and outside of our POS system to improve registration for classes and programs.

1.3.1 Utilize the features of our POS that make it easy for the Guest Services to use to sell programs.

1.3.2 Volunteers, educators, and guests who participate in programs are surveyed or given evaluations to provide feedback for future improvements.

1.3.3 Integrate the features available through our POS system with the website for purchasing tickets and programs online as the features become available.

Guest Experience Expectations for Guest Services:

The guest service staff plays a key role in greeting our guests as they arrive at the Zoo, eat in the Mayan, ride the Carousel, and throughout their whole visit. Our goal is to make them feel welcome and taken care of while at the Zoo. We want them to leave with a positive, memorable lasting impression of our Zoo. Guest Services can have a significant impact on the visitor experience in the following ways:

- Guest Service Management will return client, guest phone calls and emails/inquiries within a 24 hours period
- Our staff is expected to make all of our guests feel important by;
 - Being cheerful and welcoming
 - Making eye contact and smiling
 - Serving them in a timely and accurate manner
 - Answer any questions they may have about their visit and or listen to what they may want to tell you about their visit

Training:

- We have implemented roleplaying in our orientation for the concessionaires. Doing many scenarios for them so they know what to expect.
- Interaction with visitors when coming within a few feet of them by initiating conversation "hello", "how is your day"
- Cypherworx training: Customer Service Fundamentals
- Brown County Zoo & Parks Code of Business Conduct during orientation
- We have a cart in the children's area set up by the sluice, selling Mining dirt and goat food. A concessionaire is there to engage people and to answer any questions.

Strategic Framework/Action Plan Implementation for Animal Care:

1.1.1 In 2018, we have created and implemented new integrated experiences throughout the Zoo with Joe Veneto to that include new behind the scenes/vip experiences for guests with animals, interns and animal care staff.

1.1.2 Creating and implementation of an orientation with more role playing and also set up training in Cypherworx.

1.1.3 Partnered with a Segway tour that allows guests to tour the zoo and portions of the surrounding Reforestation Camp while learning about the history of the area, the animals and bringing it all together under the umbrella of conservation.

1.1.6 Curator worked with Operations Manager to offer "Painting with Penguins" evening events as fundraisers for conservation.

Guest Experience Expectations for Administrative Department:

The Administrative Department has a key role to play in meeting our guest's expectations and furthering our mission of "connecting the community with wildlife and nature through engaging interactive experiences". Contact with our guests should be positive, informative and efficient:

Goals for Administrative contact

- Respond quickly to email questions with accurate and easy to understand responses
- Process checks and mail efficiently so guests, schools, etc do not have to contact us to determine if we received their checks in the mail
- Respond to voicemails quickly with accurate and easy to understand responses
- Update the website, as able, to answer the frequently asked questions that visitors have regarding their trip
- Help develop the website that will provide guests/users access to tickets, reservations and more.

Strategic Framework/Action Plan Implementation for Animal Care:

1.1.8 Update the website to provide guests information on group sales, rentals, tickets and reservations

1.2.1 Respond to emails from guests who have visited in a positive and informational manner when they choose email as a way to contact the zoo regarding a recent visit

1.3.1 Provide more access to purchasing programs and tickets online for guests to use. See 1.3.3 updates

1.3.3 Implemented online ticket sales, program reservations and membership ordering in 2017/2018. As of 2017, members have the option to use an App for their membership cards that is integrated with the POS. Learn about the new capabilities our POS has for website integration and implement them as they become available in conjunction with Operations and Education Departments.

Guest Experience Expectations for the Reforestation Camp outside the Zoo:

The Reforestation Camp has a role in meeting our guest's expectations and furthering our mission of "connecting the community with wildlife and nature through engaging interactive experiences" by connecting the community with the natural areas around the NEW Zoo. The Camp can have a significant impact on the visitor experience in the following ways:

Provide a natural area for the community to explore, hike, bike, horseback ride, snowmobile and connect with the native animals of Northeast Wisconsin

- Provide multi-use recreational trails through 1,600 acres of woodlands; both native and planted pine forests
- Provide the community with a location to gather for events in a natural setting including the Pines Shelter and the Ski Lodge

Strategic Framework/Action Plan Implementation for the Reforestation Camp:

1.1. 4: Identify opportunities to improve the guest/user amenities and conveniences including enhanced way finding (signage and trail markings), dining and comfort stations

1.1.7: Reduce areas of conflict of recreational trail user groups

2.2.1: Expand scope of outdoor recreational opportunities, especially activities that can be linked to the Zoo

2.2.2: Identify additional opportunities to have athletic events at the Park

2.2.3: Develop strategies to encourage non-traditional Zoo guests such as recreation and athletic event attendees to return to the Park and Zoo

3.1.4: Identify opportunities to strengthen internal communications that foster collaboration and consistent delivery of the guest/user experiences

3.2.1: Reaffirm and clearly articulate the roles and responsibilities of the volunteer leadership entities

3.4.1: Ensure that volunteer leadership has current succession plan and reviews it annually

4.3.2: *Create a plan for repair and replacement of existing facilities and equipment with identified funding sources*

4.3.3: Evaluate and enhance work-order request process

4.3.4: Maintain current site survey of the Park and update regularly based on Master Plan implementation

Guest Experience Expectations for Membership Dept:

The Memberships Department has a key role to play in meeting our guest's expectations and furthering our mission of "connecting the community with wildlife and nature through engaging interactive experiences". Contact with the Members, who are our core, repeat visitors, should be positive as they are not only members, they are also a great representative voice in the community for our Zoo:

Goals for Membership contact

- Provide Members with a membership that is a good value and encourages the members to visit often
- Provide members with easy to understand membership policies and benefits
- Efficiently process membership orders to try to have all members receive their membership in under 2 weeks and less than one week when able (which allows time for mail delivery) or receive an email for downloading memberships in that time frame.
- Notify all members by email that their membership card has been printed and/or that their membership is ready for download if they have chosen to receive a mobile membership card
- Notify gift givers, by email, that their gift membership has been printed and will be sent to the selected recipient
- Give members three touches to remember to renew their membership

Strategic Framework/Action Plan Implementation for Memberships:

1.1.2 Keep the Guest Services training and resource binders up-to-date with Membership information and easy to understand resources for Guest Services to knowledgeable regarding our membership types, policies and procedures. Train Supervisors on any changes to the Membership, so they can then train the rest of the staff. SOP's for processing memberships have been created for succession planning.

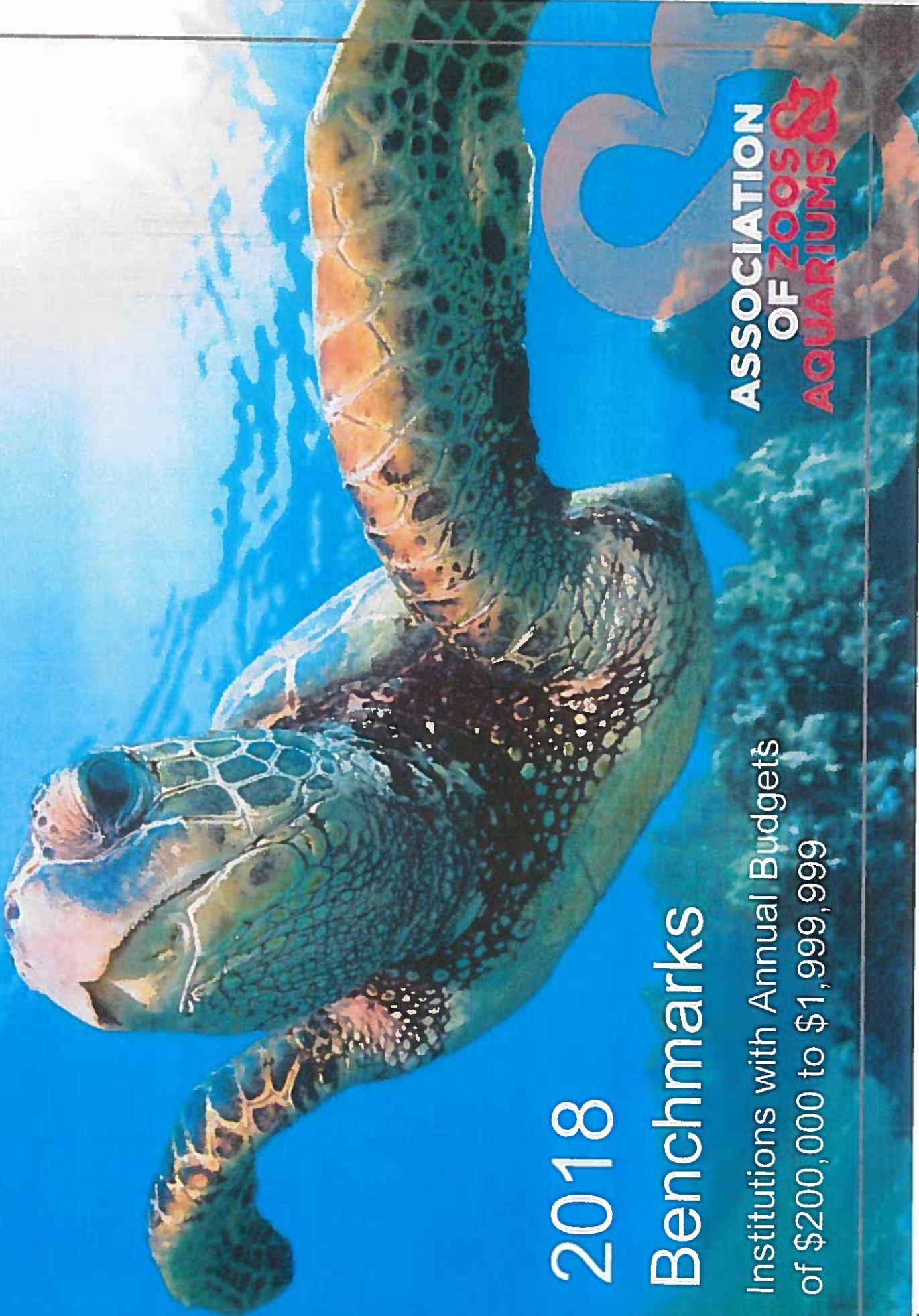
1.3.1 Implemented online ticket sales, program reservations and membership ordering in 2017/2018. As of 2017, members have the option to use an App for their membership cards that is integrated with the POS.

1.3.3 As of late 2017, all members that have an email address, receive an email regarding the status of their membership order when a membership is processed. Email will state that the membership is ready for mobile download, or has been printed and is also ready for mobile download. Additionally, gift-givers receive an email that the membership they purchased as a gift has been processed and will be mailed to the selected recipient when the membership has been processed.

Modifications to timeline for NEW Zoo Master Plan

Year	2017-2019	2017-2019	2020-2022	2023-2025	2026-2028	2029-
2017-2019	Complete Animal Hospital Utilities Survey (2018 Budget) Prairie Grassland Badger Exhibit Completion Slip-n-slide (Temporary) Temporary Exhibit (Dinosaurs, Legos?) Water Park/Splash Park Zoo Society Board Development (2018 Budget)					
2020-2022		RedWolf exhibit Bear/Tiger Exhibit Snow Leopard exhibit Cat Trail Staff/Animal Care Offices Parking Tree Top Adventure Park Permanent Slip-n-slide	Entry Plaza (County assistance?) Parking Improvement (county assistance?) Amphitheater Tree Top Adventure continued Carousel Move Kids Area	Asian Otter Exhibit Japanese Monkey Expansion Cheetah Exhibit Education/Discovery Garden Indoor Exhibit Building		African Plains Indoor Tropics Restaurant Terrace
2023-2025						
2026-2028						
2029-						

19a



**ASSOCIATION
OF ZOOS &
AQUARIUMS**

2018 Benchmarks

Institutions with Annual Budgets
of \$200,000 to \$1,999,999

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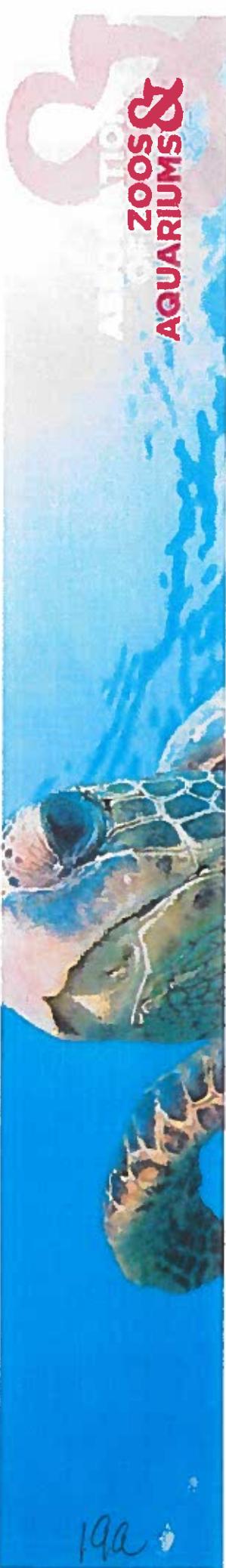


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2018 Benchmark Report

Introduction

The Association of Zoos and Aquariums (AZA) 2018 Benchmark Reports represent information reported by 219 accredited zoos and aquariums in the United States*. The reports include information from the 2017 operating year. Data was primarily retrieved from each Institution's "My AZA" account on www.aza.org on March 22, 2018. Some additional data was reported from other AZA and industry surveys.

Benchmarks are broken into four budget ranges:

- \$200,000 - \$1,999,999
- \$2,000,000 - \$6,999,999
- \$7,000,000 - \$25,999,999
- \$26,000,000 - \$215,999,999

The AZA wishes to acknowledge and thank all organizations and individuals for their contribution to this important project. All information was provided by AZA member institutions and the following exceptions should be noted:

- AZA cannot verify the accuracy of all data reported and Institutions not reporting data were not included;
- 2017 annual operating costs are based on budgets excluding concessions/gift shop sales and capital improvements;
- Institutions not reporting Annual operating costs but confirming highest possible ranges are reported as \$99,999,999;
- Estimates may have been reported for admission costs, number of membership and individuals within those memberships;
- Some graph categories do not display information due to lack of Institutions and individuals within those categories;
- Percentages in the Tables listed as 0.0% are due to rounding, but have a positive value;
- For the purposes of this report, Institutions classified as Aquariums are stand-alone and not combined zoo and aquariums.

Primary Contacts of AZA-accredited Institutions may receive a data file by contacting AZA directly. As always, we welcome your feedback about any aspect of this report or data collection design and process. Contact AZA's Member Services Team at membership@aza.org.

- * And those outside the United States that reported a budget amount.



Operations

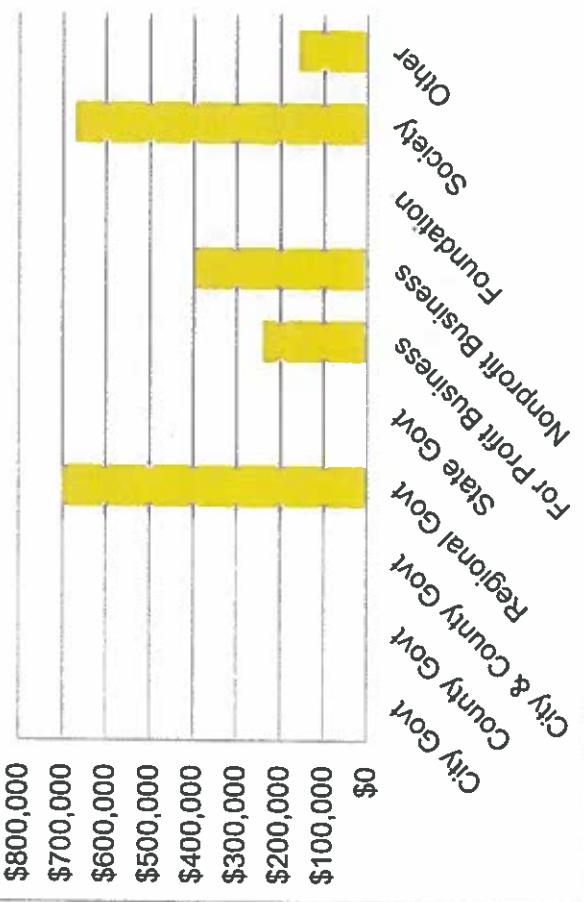
Notes

- Governing authority is responsible for the daily operation of the zoo/aquarium.
- Nonprofit business is a nonprofit organization or corporation, other than a society.
- Operating cost is based on annual budget reported excluding Concession/Gift Shop sales and capital expenditures.

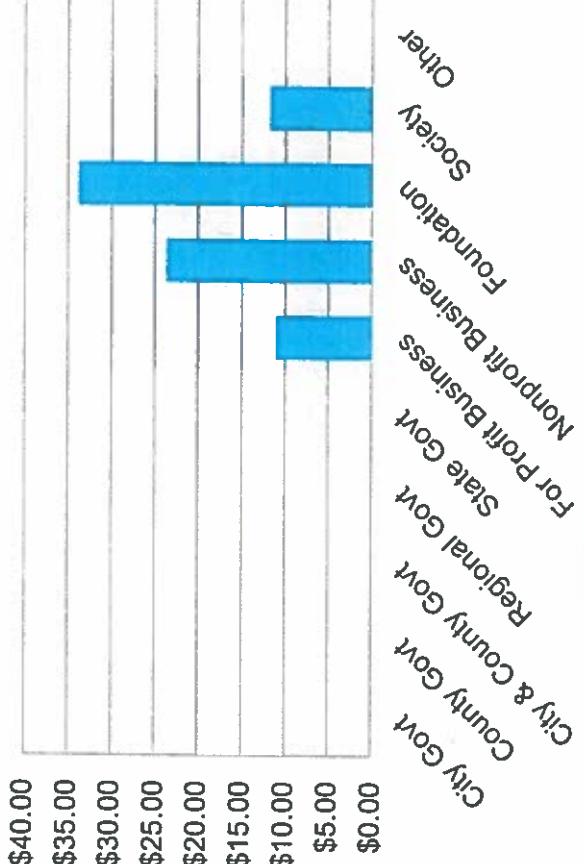


Operations

**Operating Cost
per Developed Acre**

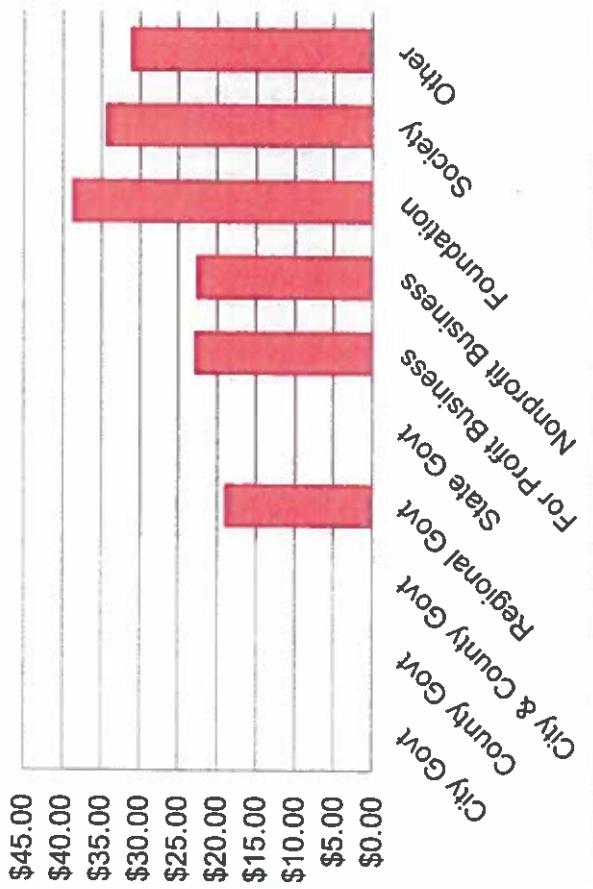


**Operating Cost
per Aquarium Gallon**

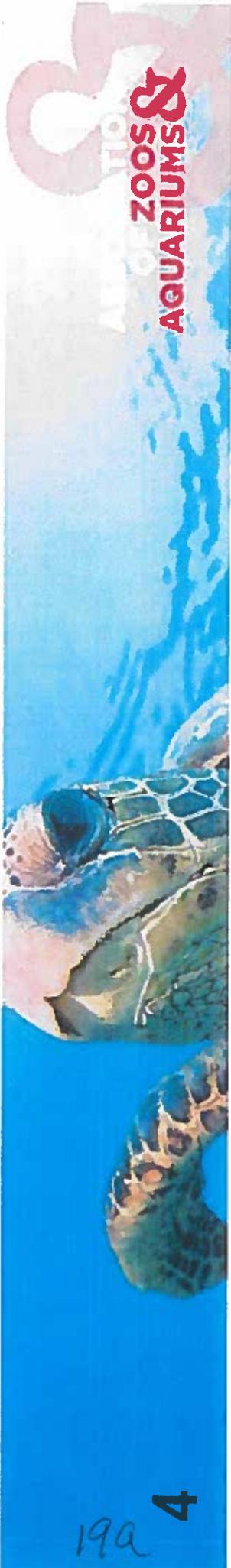
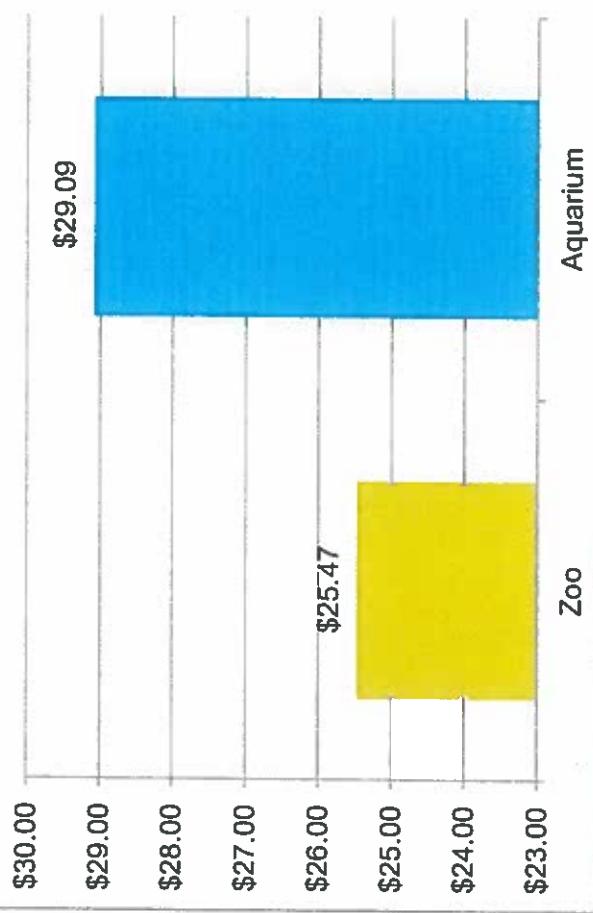


Operations

Operating Cost per Visitor by Governing Agency



Operating Cost per Visitor by Institution Type



Operations

Governing Agency

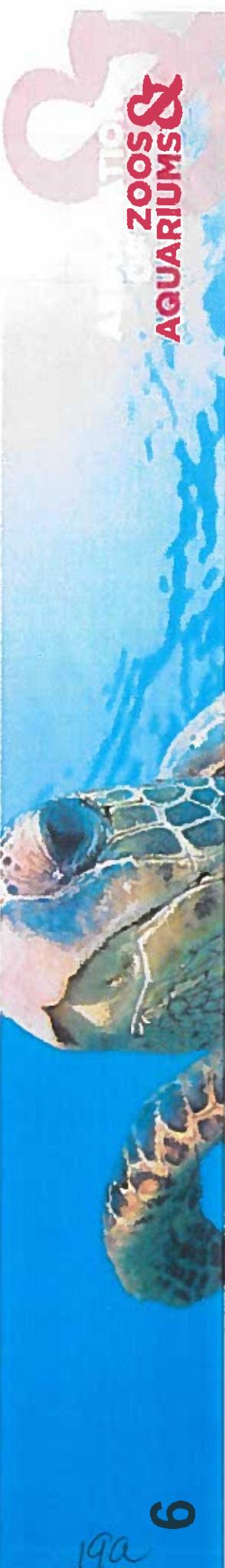
	Total	City Govt	County Govt	City & County Govt	Regional Govt	For Profit Business	Nonprofit Business	Foundation	Society	Other
All Institutions	48	15	3	0	4	3	4	15	0	3
Zoos	46	15	3	0	4	3	3	14	0	3
Aquariums	2	0	0	0	0	0	1	1	0	0
<hr/>										
African Safari Wildlife Park						Museum of Life and Science				Nonprofit Business
Bergen County Zoo						Museum of Science				Nonprofit Business
Boonshoft Museum of Discovery						National Mississippi River Museum & Aquarium				Nonprofit Business
Bramble Park Zoo						Northeastern Wisconsin (NEW) Zoo & Adventure Park				Nonprofit Business
Brandywine Zoo						Oglebay's Good Zoo				County Govt
Brookgreen Gardens						Pueblo Zoo				City Govt
Buttonwood Park Zoo						Racine Zoological Gardens				Nonprofit Business
Cape May County Park Zoo						Red River Zoo				Society
Capron Park Zoo						Riverside Discovery Center				Nonprofit Business
Chahinkapa Zoo						Roosevelt Park Zoo				Nonprofit Business
Charles Paddock Zoo						Safari West Wildlife Preserve				Nonprofit Business
Clyde Peeling's Reptiland						Saginaw Children's Zoo				Regional Govt
Cosley Zoo						Salisbury Zoological Park				Other
Dakota Zoo						Santa Fe College Teaching Zoo				Nonprofit Business
David Traylor Zoo of Emporia						Scovill Zoo				City Govt
Ellen Trout Zoo						Sequoia Park Zoo				State Govt
Grizzly and Wolf Discovery Center						Squam Lakes Natural Science Center				Regional Govt
Hutchinson Zoo						Sunset Zoological Park				City Govt
Idaho Falls Zoo at Tautphaus Park						The Butterfly House				Nonprofit Business
Jenkinson's Aquarium						The Zoo at Chehaw				Regional Govt
Lake Superior Zoo						Trevor Zoo				Nonprofit Business
Lee G. Simmons Conservation Park & Wildlife Safari						Western North Carolina Nature Center				City Govt
Lee Richardson Zoo						ZOOAMERICA North American Wildlife Park				For Profit Business
Living Desert Zoo & Gardens State Park										
Miller Park Zoo										



Operations

2017 Operating Cost

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	48	\$1,143,821	\$1,501,687	\$1,094,999	\$867,753
Zoos	46	\$1,152,376	\$1,513,801	\$1,121,204	\$881,138
Aquariums	2	\$947,063	\$998,532	\$947,063	\$895,595
1 Lee Richardson Zoo	\$1,994,200	26	Jenkinson's Aquarium		\$1,050,000
2 Brandywine Zoo	\$1,985,000	27	Capron Park Zoo		\$1,039,444
3 ZOOAMERICA North American Wildlife Park	\$1,974,656	28	Scovill Zoo		\$1,024,948
4 Lake Superior Zoo	\$1,779,000	29	Western North Carolina Nature Center		\$1,024,900
5 Pueblo Zoo	\$1,773,500	30	Charles Paddock Zoo		\$1,003,380
6 Racine Zoological Gardens	\$1,703,135	31	Oglebay's Good Zoo		\$996,400
7 Idaho Falls Zoo at Tauphaus Park	\$1,675,545	32	The Butterfly House		\$985,000
8 Ellen Trout Zoo	\$1,642,723	33	Museum of Science		\$978,309
9 Roosevelt Park Zoo	\$1,560,593	34	Museum of Life and Science		\$938,527
10 Squam Lakes Natural Science Center	\$1,537,400	35	Bergen County Zoo		\$913,239
11 Safari West Wildlife Preserve	\$1,535,015	36	Red River Zoo		\$870,437
12 Buttonwood Park Zoo	\$1,519,858	37	Living Desert Zoo & Gardens State Park		\$859,700
13 Grizzly and Wolf Discovery Center	\$1,495,630	38	National Mississippi River Museum & Aquarium		\$844,126
14 Salisbury Zoological Park	\$1,361,976	39	Santa Fe College Teaching Zoo		\$773,880
15 Miller Park Zoo	\$1,326,547	40	The Zoo at Chehaw		\$746,560
16 Northeastern Wisconsin (NEW) Zoo & Adventure Park	\$1,319,825	41	Clyde Peeling's Reptiland		\$687,793
17 Cosley Zoo	\$1,297,003	42	Hutchinson Zoo		\$644,058
18 Dakota Zoo	\$1,203,086	43	Chahinkapa Zoo		\$640,300
19 Cape May County Park Zoo	\$1,187,898	44	Riverside Discovery Center		\$590,000
20 Saginaw Children's Zoo	\$1,139,326	45	David Taylor Zoo of Emporia		\$522,979
21 Sequoia Park Zoo	\$1,131,363	46	Trevor Zoo		\$511,019
22 Bramble Park Zoo	\$1,130,370	47	Brookgreen Gardens		\$350,000
23 Lee G. Simmons Conservation Park & Wildlife Safari	\$1,122,100	48	Boonshoft Museum of Discovery		\$322,685
24 African Safari Wildlife Park	\$1,120,308				
25 Sunset Zoological Park	\$1,069,690				



Operations

Operating Cost per Day

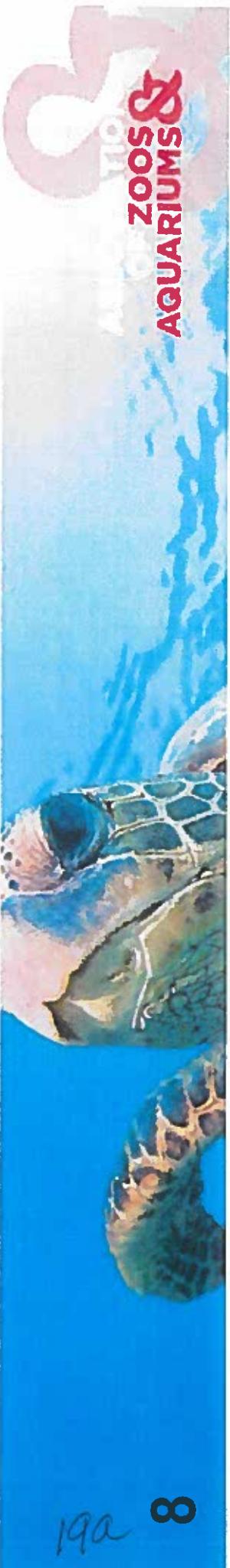
	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	48	\$3,134	\$4,114	\$3,000	\$2,377
Zoos	46	\$3,157	\$4,147	\$3,072	\$2,414
Aquariums	2	\$2,595	\$2,736	\$2,595	\$2,454
1 Lee Richardson Zoo	\$5,464	26	Jenkinton's Aquarium		\$2,877
2 Brandywine Zoo	\$5,438	27	Capron Park Zoo		\$2,848
3 ZOOAMERICA North American Wildlife Park	\$5,410	28	Scovill Zoo		\$2,808
4 Lake Superior Zoo	\$4,874	29	Western North Carolina Nature Center		\$2,808
5 Pueblo Zoo	\$4,859	30	Charles Paddock Zoo		\$2,749
6 Racine Zoological Gardens	\$4,666	31	Oglebay's Good Zoo		\$2,730
7 Idaho Falls Zoo at Tauphaus Park	\$4,591	32	The Butterfly House		\$2,699
8 Ellen Trout Zoo	\$4,501	33	Museum of Science		\$2,680
9 Roosevelt Park Zoo	\$4,276	34	Museum of Life and Science		\$2,571
10 Squam Lakes Natural Science Center	\$4,212	35	Bergen County Zoo		\$2,502
11 Safari West Wildlife Preserve	\$4,206	36	Red River Zoo		\$2,385
12 Buttonwood Park Zoo	\$4,164	37	Living Desert Zoo & Gardens State Park		\$2,355
13 Grizzly and Wolf Discovery Center	\$4,098	38	National Mississippi River Museum & Aquarium		\$2,313
14 Salisbury Zoological Park	\$3,731	39	Santa Fe College Teaching Zoo		\$2,120
15 Miller Park Zoo	\$3,634	40	The Zoo at Chehaw		\$2,045
16 Northeastern Wisconsin (NEW) Zoo & Adventure Park	\$3,616	41	Clyde Feeling's Reptiland		\$1,884
17 Cosley Zoo	\$3,553	42	Hutchinson Zoo		\$1,765
18 Dakota Zoo	\$3,296	43	Chahinkapa Zoo		\$1,754
19 Cape May County Park Zoo	\$3,255	44	Riverside Discovery Center		\$1,616
20 Saginaw Children's Zoo	\$3,121	45	David Taylor Zoo of Emporia		\$1,433
21 Sequoia Park Zoo	\$3,100	46	Trevor Zoo		\$1,400
22 Bramble Park Zoo	\$3,097	47	Brookgreen Gardens		\$959
23 Lee G. Simmons Conservation Park & Wildlife Safari	\$3,074	48	Boonshoft Museum of Discovery		\$884
24 African Safari Wildlife Park	\$3,069				
25 Sunset Zoological Park	\$2,931				



Operations

Cost per Visitor

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	48	\$10.35	\$14.58	\$9.88	\$5.88
Zoos	46	\$10.59	\$14.59	\$10.12	\$7.05
Aquariums	2	\$4.78	\$4.79	\$4.78	\$4.78
1	Brandywine Zoo	\$22.06	26	Chahinkapa Zoo	\$9.70
2	Safari West Wildlife Preserve	\$21.93	27	Grizzly and Wolf Discovery Center	\$9.26
3	Lake Superior Zoo	\$21.82	28	Oglebay's Good Zoo	\$9.09
4	Living Desert Zoo & Gardens State Park	\$19.99	29	Lee Richardson Zoo	\$8.80
5	Roosevelt Park Zoo	\$18.36	30	Lee G. Simmons Conservation Park & Wildlife Safari	\$8.76
6	Pueblo Zoo	\$18.15	31	Cosley Zoo	\$7.63
7	Bramble Park Zoo	\$18.00	32	Dakota Zoo	\$7.56
8	Riverside Discovery Center	\$16.13	33	Capron Park Zoo	\$7.07
9	Squam Lakes Natural Science Center	\$15.69	34	Western North Carolina Nature Center	\$7.07
10	Charles Paddock Zoo	\$15.39	35	The Butterfly House	\$7.04
11	Santa Fe College Teaching Zoo	\$14.79	36	Northeastern Wisconsin (NEW) Zoo & Adventure Park	\$5.90
12	Trevor Zoo	\$14.60	37	Red River Zoo	\$5.80
13	Racine Zoological Gardens	\$14.57	38	David Taylor Zoo of Emporia	\$5.42
14	Sunset Zoological Park	\$14.16	39	National Mississippi River Museum & Aquarium	\$4.79
15	Sequoia Park Zoo	\$12.95	40	Jenkinson's Aquarium	\$4.77
16	Hutchinson Zoo	\$12.88	41	Salisbury Zoological Park	\$4.54
17	The Zoo at Chehaw	\$12.06	42	Bergen County Zoo	\$3.81
18	Ellen Trout Zoo	\$11.54	43	ZOOAMERICA North American Wildlife Park	\$2.88
19	Miller Park Zoo	\$11.54	44	Cape May County Park Zoo	\$2.38
20	Clyde Peeling's Reptiland	\$11.46	45	Boonshoft Museum of Discovery	\$1.89
21	Buttonwood Park Zoo	\$10.71	46	Museum of Life and Science	\$1.63
22	Idaho Falls Zoo at Tautphaus Park	\$10.57	47	Brookgreen Gardens	\$1.04
23	Saginaw Children's Zoo	\$10.22	48	Museum of Science	\$0.60
24	Scovill Zoo	\$10.02			
25	African Safari Wildlife Park	\$9.74			



Operations

Operating Cost per Developed Acre

Zoos	Total	Average	75 Percentile	50 Percentile	25 Percentile
44	\$98,873.49	\$141,941.82	\$70,951.98	\$32,583.40	

1	The Butterfly House	\$547,222.22	26	Hutchinson Zoo	\$64,405.80
2	Idaho Falls Zoo at Tautphaus Park	\$239,363.57	27	Bramble Park Zoo	\$51,380.45
3	Sequoia Park Zoo	\$226,272.60	28	Squam Lakes Natural Science Center	\$51,246.67
4	Miller Park Zoo	\$221,091.17	29	Sunset Zoological Park	\$38,293.21
5	Buttonwood Park Zoo	\$217,122.57	30	Riverside Discovery Center	\$36,875.00
6	Charles Paddock Zoo	\$200,676.00	31	Red River Zoo	\$36,268.21
7	Cosley Zoo	\$185,286.14	32	Lee Richardson Zoo	\$36,258.18
8	ZOOAMERICA North American Wildlife Park	\$179,514.18	33	Oglebay's Good Zoo	\$33,213.33
9	Trevor Zoo	\$170,339.67	34	Northeastern Wisconsin (NEW) Zoo & Adventure Park	\$30,693.60
10	Brandywine Zoo	\$165,416.67	35	Chahinkapa Zoo	\$30,004.69
11	Capron Park Zoo	\$148,492.00	36	Western North Carolina Nature Center	\$24,402.38
12	Museum of Science	\$139,758.43	37	Living Desert Zoo & Gardens State Park	\$19,104.44
13	Grizzly and Wolf Discovery Center	\$135,966.36	38	Dakota Zoo	\$18,509.02
14	Clyde Peeling's Reptiland	\$114,632.17	39	Boonshoft Museum of Discovery	\$17,926.94
15	Saginaw Children's Zoo	\$113,932.60	40	African Safari Wildlife Park	\$17,235.51
16	Lake Superior Zoo	\$111,187.50	41	Cape May County Park Zoo	\$13,975.27
17	Salisbury Zoological Park	\$100,887.11	42	The Zoo at Chehaw	\$8,295.11
18	Bergen County Zoo	\$91,323.90	43	Lee G. Simmons Conservation Park & Wildlife Safari	\$3,506.56
19	Ellen Trout Zoo	\$82,136.15	44	Brookgreen Gardens	\$1,000.00
20	Santa Fe College Teaching Zoo	\$77,388.00			
21	Roosevelt Park Zoo	\$74,313.95			
22	Racine Zoological Gardens	\$70,963.96			
23	Pueblo Zoo	\$70,940.00			
24	Scovill Zoo	\$68,329.87			
25	David Taylor Zoo of Emporia	\$65,372.38			



Operations

Operating Cost per Aquarium Gallon

Aquariums	Total	Average	75 Percentile	50 Percentile	25 Percentile
2	\$6.08	\$6.55	\$6.08	\$6.08	\$5.60

- 1 Jenkinson's Aquarium \$7.03
- 2 National Mississippi River Museum & Aquarium \$5.12

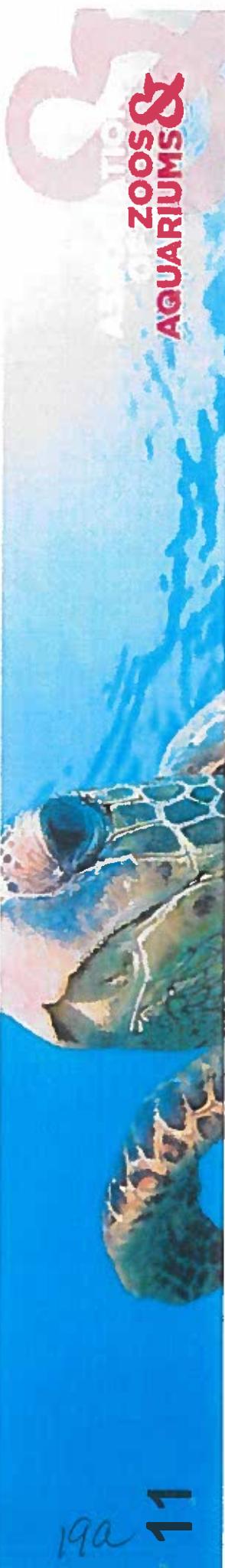


Operations

Total Acreage

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	44	87	51	23	13
Zoos	44	87	51	23	13
Aquariums	0				

1	Living Desert Zoo & Gardens State Park	1,500	26	Bergen County Zoo	18
2	Lee G. Simmons Conservation Park & Wildlife Safari	440	27	Lake Superior Zoo	16
3	Safari West Wildlife Preserve	400	28	Scovill Zoo	15
4	Squann Lakes Natural Science Center	200	29	Capron Park Zoo	15
5	The Zoo at Chehaw	170	30	Grizzly and Wolf Discovery Center	14
6	African Safari Wildlife Park	100	31	Salisbury Zoological Park	14
7	Dakota Zoo	90	32	Brandywine Zoo	13
8	Cape May County Park Zoo	85	33	ZOOAMERICA North American Wildlife Park	13
9	Museum of Life and Science	84	34	Santa Fe College Teaching Zoo	12
10	Oglebay's Good Zoo	60	35	Clyde Peeling's Reptiland	11
11	Lee Richardson Zoo	55	36	Buttonwood Park Zoo	10
12	Brookgreen Gardens	50	37	David Taylor Zoo of Emporia	8
13	Sunset Zoological Park	48	38	Cosley Zoo	8
14	Northeastern Wisconsin (NEW) Zoo & Adventure Park	43	39	Idaho Falls Zoo at Tautphaus Park	7
15	Western North Carolina Nature Center	42	40	Trevor Zoo	6
16	Hutchinson Zoo	35	41	Charles Paddock Zoo	6
17	Red River Zoo	32	42	Miller Park Zoo	6
18	Chahinkapa Zoo	31	43	Sequoia Park Zoo	5
19	Saginaw Children's Zoo	28	44	The Butterfly House	2
20	Racine Zoological Gardens	28			
21	Pueblo Zoo	25			
22	Riverside Discovery Center	23			
23	Bramble Park Zoo	22			
24	Roosevelt Park Zoo	21			
25	Ellen Trout Zoo	20			



Operations

Developed Acreage

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	45	36	30	16	8
Zoos	44	37	30	16	8
Aquariums	1	14	14	14	14

1	Brookgreen Gardens	350	26	Salisbury Zoological Park	14
2	Lee G. Simmons Conservation Park & Wildlife Safari	320	27	Brandywine Zoo	12
3	The Zoo at Chehaw	90	28	Grizzly and Wolf Discovery Center	11
4	Cape May County Park Zoo	85	29	ZOOAMERICA North American Wildlife Park	11
5	African Safari Wildlife Park	65	30	Hutchinson Zoo	10
6	Dakota Zoo	65	31	Saginaw Children's Zoo	10
7	Lee Richardson Zoo	55	32	Bergen County Zoo	10
8	Living Desert Zoo & Gardens State Park	45	33	Santa Fe College Teaching Zoo	10
9	Northeastern Wisconsin (NEW) Zoo & Adventure Park	43	34	David Taylor Zoo of Emporia	8
10	Western North Carolina Nature Center	42	35	Idaho Falls Zoo at Tauphaus Park	7
11	Squam Lakes Natural Science Center	30	36	Museum of Science	7
12	Oglebay's Good Zoo	30	37	Cosley Zoo	7
13	Sunset Zoological Park	28	38	Capron Park Zoo	7
14	Pueblo Zoo	25	39	Buttonwood Park Zoo	7
15	Racine Zoological Gardens	24	40	Clyde Peeling's Reptiland	6
16	Red River Zoo	24	41	Miller Park Zoo	6
17	Bramble Park Zoo	22	42	Sequoia Park Zoo	5
18	Chahinkapa Zoo	21	43	Charles Paddock Zoo	5
19	Roosevelt Park Zoo	21	44	Trevor Zoo	3
20	Ellen Trout Zoo	20	45	The Butterfly House	2
21	Boonshoft Museum of Discovery	18			
22	Riverside Discovery Center	16			
23	Lake Superior Zoo	16			
24	Scovill Zoo	15			
25	National Mississippi River Museum & Aquarium	14			

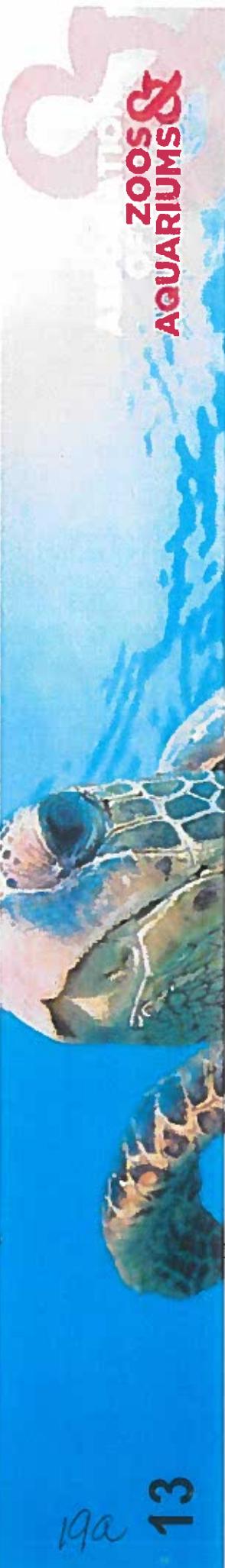


Operations

Aquarium Square Footage

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	16	6,425	5,625	257	50
Zoos	14	3,538	3,050	160	50
Aquariums	2	26,629	28,715	26,629	24,544

- 1 Chahinkapa Zoo
- 2 National Mississippi River Museum & Aquarium
- 3 Jenkinson's Aquarium
- 4 Clyde Peeling's Reptiland
- 5 Buttonwood Park Zoo
- 6 Dakota Zoo
- 7 Bramble Park Zoo
- 8 Northeastern Wisconsin (NEV) Zoo & Adventure Park
- 9 ZOOAMERICA North American Wildlife Park
- 10 Trevor Zoo
- 11 Sunset Zoological Park
- 12 Lake Superior Zoo
- 13 Racine Zoological Gardens
- 14 Sequoia Park Zoo
- 15 Squam Lakes Natural Science Center
- 16 Riverside Discovery Center

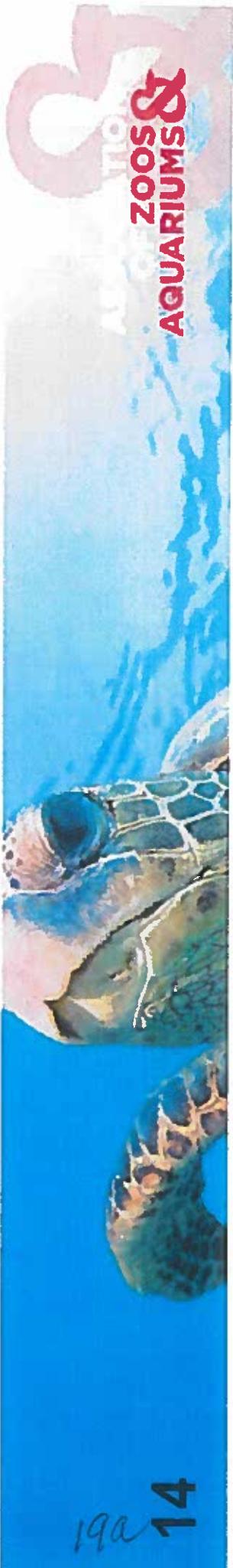


Operations

Aquarium Gallons

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	25	21,881	14,000	1,500	450
Zoos	23	10,113	5,455	650	375
Aquariums	2	157,210	161,105	157,210	153,314

- 1 National Mississippi River Museum & Aquarium 165,000
- 2 Jenkinson's Aquarium 149,419
- 3 Buttonwood Park Zoo 85,000
- 4 Ellen Trout Zoo 50,000
- 5 Red River Zoo 40,000
- 6 Sequoia Park Zoo 20,000
- 7 ZOOAMERICA North American Wildlife Park 14,000
- 8 Bramble Park Zoo 7,500
- 9 Northeastern Wisconsin (NEW) Zoo & Adventure Park 3,410
- 10 Dakota Zoo 2,500
- 11 Trevor Zoo 2,500
- 12 Museum of Science 2,000
- 13 Racine Zoological Gardens 1,500
- 14 Boonshoft Museum of Discovery 650
- 15 Sunset Zoological Park 500
- 16 Chahinkapa Zoo 500
- 17 Hutchinson Zoo 500
- 18 Lake Superior Zoo 500
- 19 Bergen County Zoo 450
- 20 Clyde Peeling's Reptil and 300
- 21 Riverside Discovery Center 250
- 22 Western North Carolina Nature Center 250
- 23 Miller Park Zoo 120
- 24 Squam Lakes Natural Science Center 90
- 25 Lee G. Simmons Conservation Park & Wildlife Safari 75

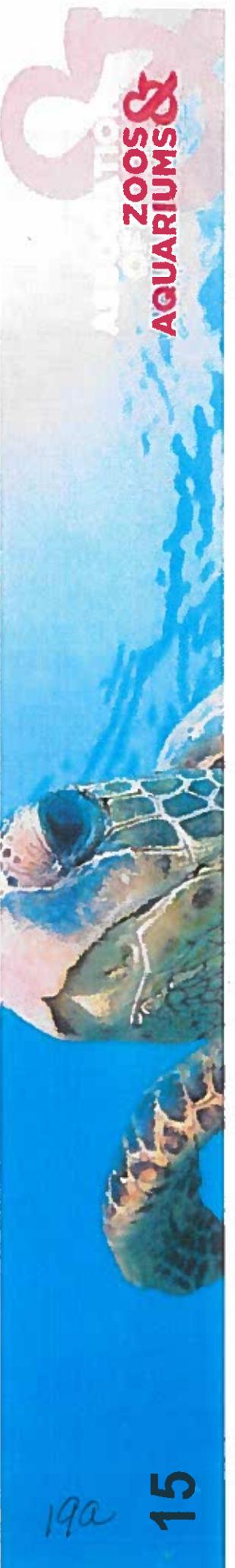


Operations

Gallons per Square Foot

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	16	44.6	23.1	10.0	4.3
Zoos	14	50.1	27.7	11.5	3.9
Aquariums	2	6.0	6.3	6.0	5.7

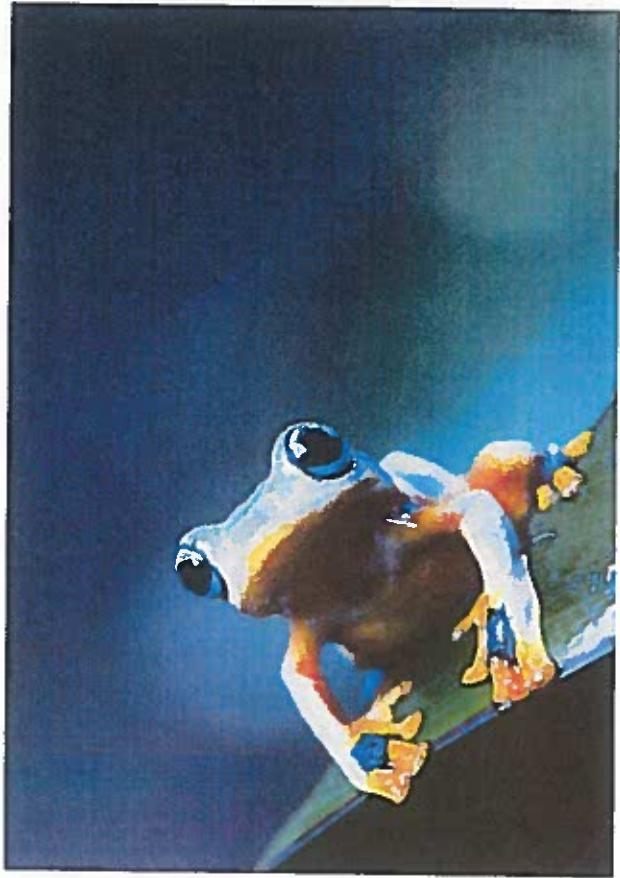
1	Sequoia Park Zoo	500.0
2	ZOOAMERICA North American Wildlife Park	56.0
3	Trevor Zoo	35.7
4	Racine Zoological Gardens	30.0
5	Riverside Discovery Center	20.8
6	Buttonwood Park Zoo	17.0
7	Northeastern Wisconsin (NEW) Zoo & Adventure Park	12.9
8	Sunset Zoological Park	10.0
9	Lake Superior Zoo	10.0
10	Jenkinson's Aquarium	6.7
11	National Mississippi River Museum & Aquarium	5.4
12	Squam Lakes Natural Science Center	4.5
13	Bramble Park Zoo	3.8
14	Dakota Zoo	0.7
15	Clyde Peeling's Reptiland	0.0
16	Chahinkapa Zoo	0.0



Attendance & Admissions

Notes

- Metro population is self-reported based on guidelines of the U.S. Census Bureau.
- Family membership is on average, 2 adults and 2 children.

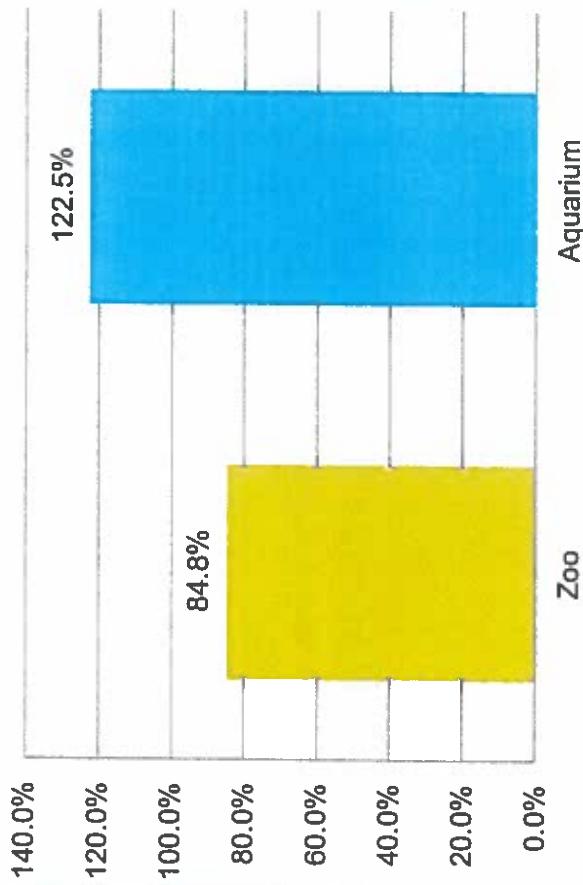


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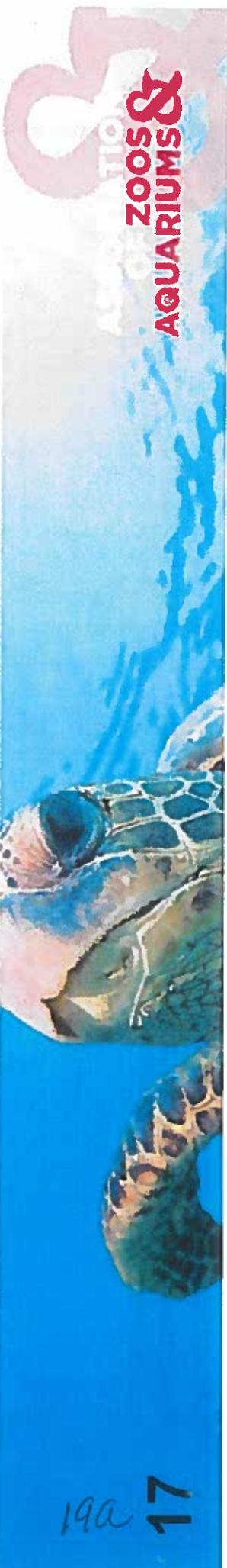
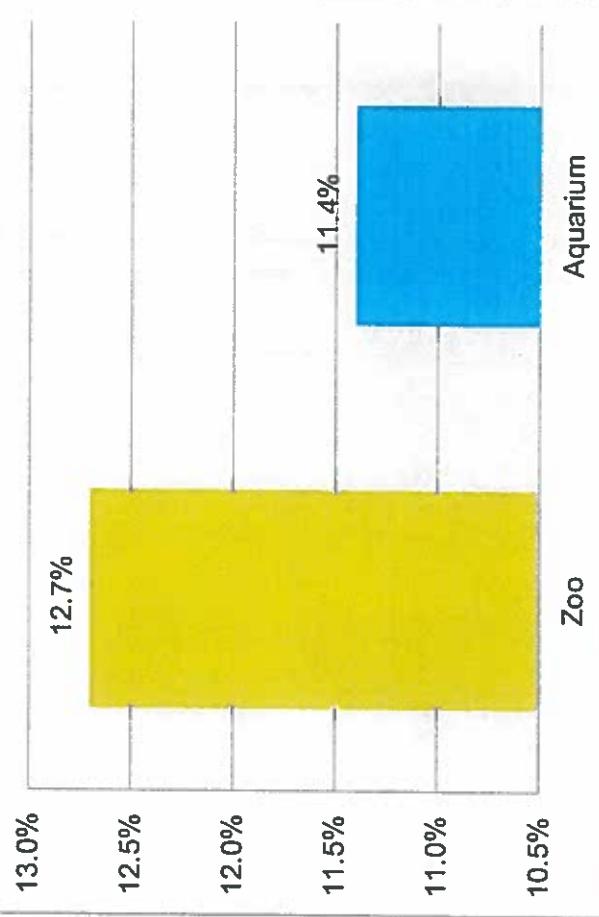
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Attendance & Admissions

**Market Saturation
Attendance**

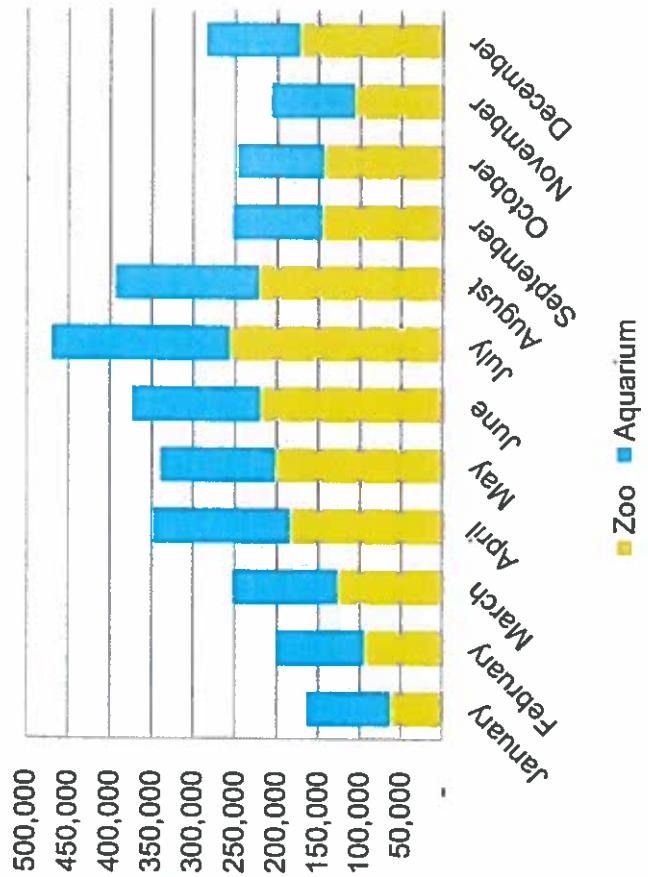


**Market Saturation
Membership Individuals**

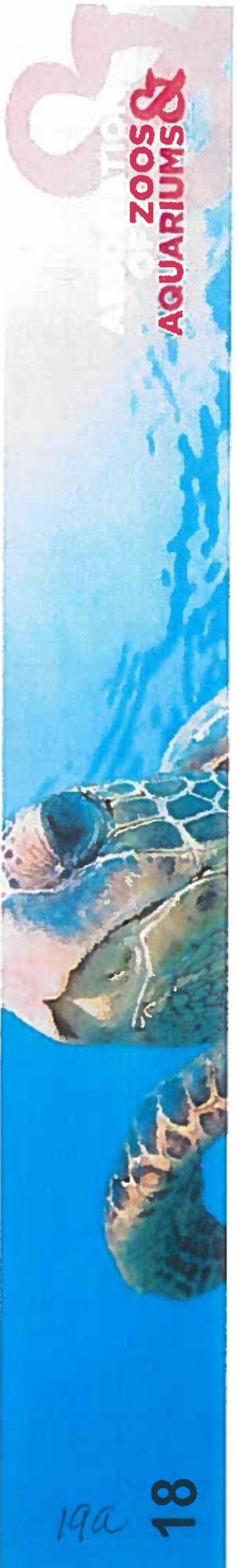
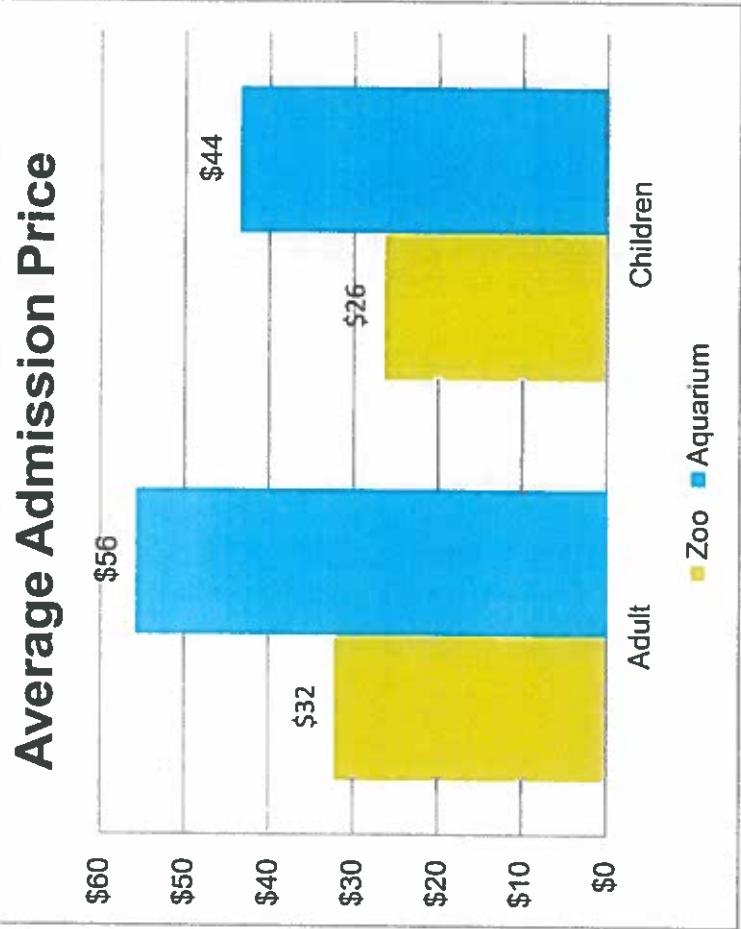


Attendance & Admissions

Average Monthly Attendance



Average Admission Price



Attendance & Admissions

Attendance

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	48	185,866	170,154	115,937	80,044
Zoos	46	185,332	160,975	114,995	77,057
Aquariums	2	198,145	209,072	198,145	187,217
1 Museum of Science	1,640,000	26	African Safari Wildlife Park		114,990
2 ZOOAMERICA North American Wildlife Park	685,036	27	Saginaw Children's Zoo		111,436
3 Museum of Life and Science	574,884	28	Oglebay's Good Zoo		109,660
4 Cape May County Park Zoo	500,000	29	Scovill Zoo		102,339
5 Brookgreen Gardens	336,000	30	Squam Lakes Natural Science Center		98,000
6 Salisbury Zoological Park	300,000	31	Pueblo Zoo		97,704
7 Bergen County Zoo	240,000	32	David Taylor Zoo of Emporia		96,455
8 Lee Richardson Zoo	226,701	33	Brandywine Zoo		90,000
9 Northeastern Wisconsin (NEW) Zoo & Adventure Park	223,782	34	Sequoia Park Zoo		87,391
10 Jenkins' Aquarium	220,000	35	Roosevelt Park Zoo		85,000
11 National Mississippi River Museum & Aquarium	176,289	36	Lake Superior Zoo		81,538
12 Boonshoft Museum of Discovery	170,614	37	Sunset Zoological Park		75,563
13 Cosley Zoo	170,000	38	Safari West Wildlife Preserve		70,000
14 Grizzly and Wolf Discovery Center	161,553	39	Chahinkapa Zoo		66,000
15 Dakota Zoo	159,239	40	Charles Paddock Zoo		65,176
16 Idaho Fall's Zoo at Tautphaus Park	158,534	41	Bramble Park Zoo		62,787
17 Red River Zoo	150,000	42	The Zoo at Chanhassen		61,925
18 Capron Park Zoo	147,000	43	Clyde Peeling's Reptiland		60,000
19 Western North Carolina Nature Center	144,906	44	Santa Fe College Teaching Zoo		52,342
20 Ellen Trout Zoo	142,353	45	Hutchinson Zoo		50,000
21 Buttonwood Park Zoo	141,890	46	Living Desert Zoo & Gardens State Park		43,000
22 The Butterfly House	140,000	47	Riverside Discovery Center		36,567
23 Lee G. Simmons Conservation Park & Wildlife Safari	128,047	48	Trevor Zoo		35,000
24 Racine Zoological Gardens	116,874				
25 Miller Park Zoo	115,000				

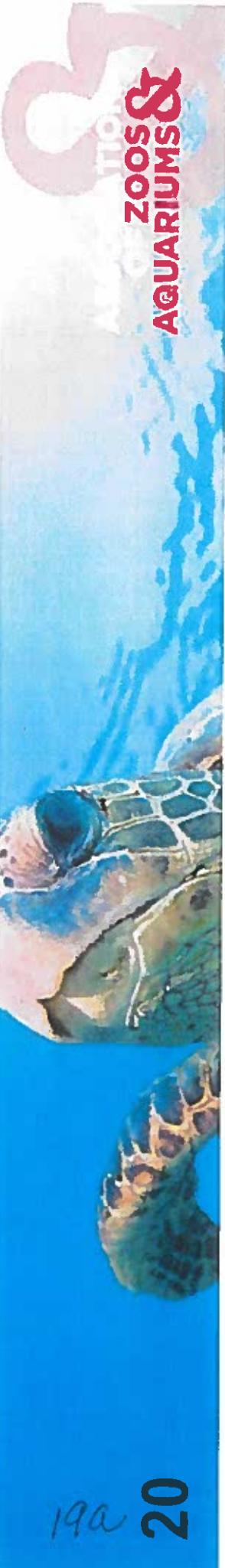


Attendance & Admissions

Number of Memberships

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	44	4,551	3,117	1,621	866
Zoos	43	4,585	3,058	1,597	827
Aquariums	1	3,120	3,120	3,120	3,120

1	Museum of Science	50,340	26	Miller Park Zoo	1,400
2	The Butterfly House	47,000	27	Sunset Zoological Park	1,257
3	Museum of Life and Science	14,485	28	Bramble Park Zoo	1,182
4	Brookgreen Gardens	10,090	29	Salisbury Zoological Park	1,080
5	Lee G. Simmons Conservation Park & Wildlife Safari	7,906	30	Chahinkapa Zoo	1,072
6	Boonshoft Museum of Discovery	5,382	31	The Zoo at Chehaw	1,055
7	Western North Carolina Nature Center	5,129	32	Brandywine Zoo	1,035
8	Dakota Zoo	4,800	33	Lee Richardson Zoo	904
9	African Safari Wildlife Park	3,743	34	Bergen County Zoo	750
10	Ellen Trout Zoo	3,300	35	David Taylor Zoo of Emporia	704
11	National Mississippi River Museum & Aquarium	3,120	36	Scovill Zoo	682
12	Northeastern Wisconsin (NEW) Zoo & Adventure Park	3,116	37	Clyde Peeling's Reptiland	565
13	Capron Park Zoo	3,000	38	Cosley Zoo	465
14	Buttonwood Park Zoo	2,998	39	Riverside Discovery Center	430
15	Red River Zoo	2,900	40	Grizzly and Wolf Discovery Center	395
16	Charles Paddock Zoo	2,700	41	Hutchinson Zoo	199
17	Sequoia Park Zoo	2,500	42	Santa Fe College Teaching Zoo	175
18	Squam Lakes Natural Science Center	2,338	43	ZOOAMERICA North American Wildlife Park	117
19	Oglebay's Good Zoo	2,093	44	Trevor Zoo	36
20	Racine Zoological Gardens	2,000			
21	Roosevelt Park Zoo	1,700			
22	Saginaw Children's Zoo	1,645			
23	Pueblo Zoo	1,597			
24	Lake Superior Zoo	1,458			
25	Idaho Falls Zoo at Tautphaus Park	1,414			



Attendance & Admissions

Number of Individuals within Memberships

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	42	8,753	10,485	5,221	2,599
Zoos	41	8,666	10,441	5,200	2,464
Aquariums	1	12,311	12,311	12,311	12,311
1 Museum of Life and Science	57,940	26	Miller Park Zoo	4,400	
2 Lee G. Simmons Conservation Park & Wildlife Safari	27,671	27	Racine Zoological Gardens	4,000	
3 Boonshoft Museum of Discovery	27,000	28	The Zoo at Chehaw	3,760	
4 Western North Carolina Nature Center	22,859	29	Scovill Zoo	3,160	
5 Brookgreen Gardens	18,648	30	Bergen County Zoo	3,072	
6 Dakota Zoo	18,000	31	Salisbury Zoological Park	3,002	
7 African Safari Wildlife Park	15,047	32	David Taylor Zoo of Emporia	2,464	
8 Ellen Trout Zoo	13,200	33	Brandywine Zoo	2,004	
9 Northeastern Wisconsin (NEW) Zoo & Adventure Park	12,464	34	Cosley Zoo	1,860	
10 National Mississippi River Museum & Aquarium	12,311	35	Riverside Discovery Center	1,720	
11 Roosevelt Park Zoo	10,500	36	Grizzly and Wolf Discovery Center	1,680	
12 Buttonwood Park Zoo	10,441	37	Lee Richardson Zoo	1,102	
13 Oglebay's Good Zoo	9,829	38	Hutchinson Zoo	1,000	
14 Red River Zoo	9,000	39	Clyde Peeling's Reptiland	625	
15 Charles Paddock Zoo	8,500	40	Santa Fe College Teaching Zoo	611	
16 Saginaw Children's Zoo	8,449	41	ZOOAMERICA North American Wildlife Park	316	
17 Sequoia Park Zoo	7,476	42	Trevor Zoo	180	
18 Lake Superior Zoo	6,521				
19 Pueblo Zoo	6,388				
20 Idaho Falls Zoo at Tautphaus Park	5,625				
21 Bramble Park Zoo	5,241				
22 Capron Park Zoo	5,200				
23 Sunset Zoological Park	4,903				
24 Chahinkapa Zoo	4,824				
25 Squam Lakes Natural Science Center	4,616				

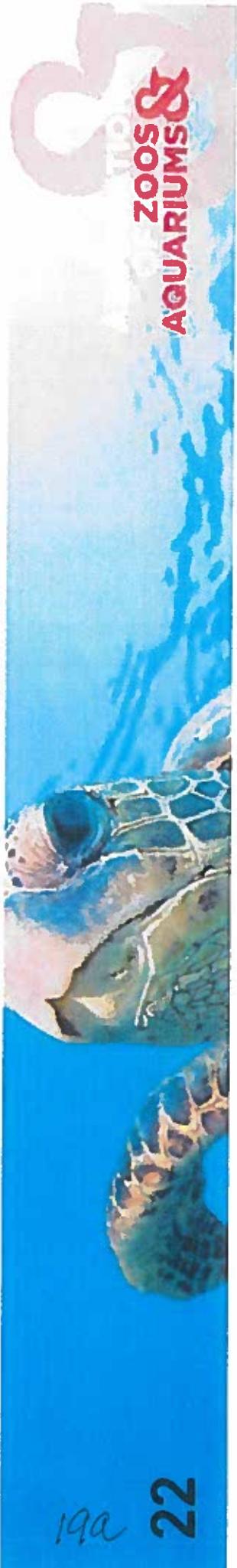


Attendance & Admissions

Price for Annual Family Memberships

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	44	\$74.40	\$80.00	\$70.00	\$59.75
Zoos	43	\$73.22	\$79.50	\$70.00	\$59.50
Aquariums	1	\$125.00	\$125.00	\$125.00	\$125.00

1	Museum of Life and Science	\$160.00	26	Grizzly and Wolf Discovery Center	\$65.00
2	Museum of Science	\$127.00	27	Red River Zoo	\$65.00
3	National Mississippi River Museum & Aquarium	\$125.00	28	Racine Zoological Gardens	\$60.00
4	ZOOAMERICA North American Wildlife Park	\$125.00	29	Miller Park Zoo	\$60.00
5	Boonshoft Museum of Discovery	\$115.00	30	Northeastern Wisconsin (NEW) Zoo & Adventure Park	\$60.00
6	The Butterfly House	\$115.00	31	Charles Paddock Zoo	\$60.00
7	African Safari Wildlife Park	\$104.95	32	Buttonwood Park Zoo	\$60.00
8	Brookgreen Gardens	\$100.00	33	Brandywine Zoo	\$60.00
9	Clyde Peeling's Reptiland	\$98.50	34	Costley Zoo	\$59.00
10	Bramble Park Zoo	\$90.00	35	Santa Fe College Teaching Zoo	\$55.00
11	Scovill Zoo	\$80.00	36	Bergen County Zoo	\$50.00
12	Idaho Falls Zoo at Tautphaus Park	\$80.00	37	Lee Richardson Zoo	\$50.00
13	Sequoia Park Zoo	\$79.00	38	Sunset Zoological Park	\$50.00
14	Squam Lakes Natural Science Center	\$75.00	39	Lee G. Simmons Conservation Park & Wildlife Safari	\$45.00
15	Pueblo Zoo	\$75.00	40	Ellen Trout Zoo	\$45.00
16	Lake Superior Zoo	\$75.00	41	Salisbury Zoological Park	\$45.00
17	The Zoo at Chehaw	\$75.00	42	David Taylor Zoo of Emporia	\$40.00
18	Saginaw Children's Zoo	\$75.00	43	Hutchinson Zoo	\$40.00
19	Roosevelt Park Zoo	\$75.00	44	Living Desert Zoo & Gardens State Park	\$40.00
20	Oglebay's Good Zoo	\$72.00			
21	Riverside Discovery Center	\$70.00			
22	Dakota Zoo	\$70.00			
23	Capron Park Zoo	\$70.00			
24	Western North Carolina Nature Center	\$68.00			
25	Chahinkapa Zoo	\$65.00			



Attendance & Admissions

Admission Price for Adults

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	42	\$10.30	\$11.88	\$9.00	\$7.00
Zoos	40	\$10.06	\$11.09	\$8.75	\$7.00
Aquariums	2	\$15.00	\$15.50	\$15.00	\$14.50

1	Museum of Science	\$25.00	26	The Butterfly House	\$8.00
2	African Safari Wildlife Park	\$23.95	27	The Zoo at Chehaw	\$7.75
3	Squam Lakes Natural Science Center	\$19.00	28	Cosley Zoo	\$7.00
4	Brookgreen Gardens	\$18.00	29	Lee G. Simmons Conservation Park & Wildlife Safari	\$7.00
5	Museum of Life and Science	\$18.00	30	Charles Paddock Zoo	\$7.00
6	Clyde Peeling's Repti and	\$16.00	31	Ellen Trout Zoo	\$7.00
7	National Mississippi River Museum & Aquarium	\$16.00	32	Riverside Discovery Center	\$7.00
8	Boonshoft Museum of Discovery	\$14.50	33	Idaho Falls Zoo at Tautphaus Park	\$7.00
9	Jenkins' Aquarium	\$14.00	34	Miller Park Zoo	\$6.95
10	Grizzly and Wolf Discovery Center	\$13.00	35	Scovill Zoo	\$6.75
11	Pueblo Zoo	\$12.00	36	Santa Fe College Teaching Zoo	\$6.00
12	ZOOAMERICA North American Wildlife Park	\$11.50	37	Brandywine Zoo	\$6.00
13	Western North Carolina Nature Center	\$10.95	38	Bergen County Zoo	\$6.00
14	Sequoia Park Zoo	\$10.00	39	Trevor Zoo	\$6.00
15	Lake Superior Zoo	\$10.00	40	Living Desert Zoo & Gardens State Park	\$5.00
16	Oglebay's Good Zoo	\$9.95	41	Saginaw Children's Zoo	\$5.00
17	Red River Zoo	\$9.75	42	Sunset Zoological Park	\$5.00
18	Dakota Zoo	\$9.50			
19	Bramble Park Zoo	\$9.50			
20	Capron Park Zoo	\$9.00			
21	Northeastern Wisconsin (NEWI) Zoo & Adventure Park	\$9.00			
22	Roosevelt Park Zoo	\$9.00			
23	Buttonwood Park Zoo	\$8.50			
24	Chahinkapa Zoo	\$8.00			
25	Racine Zoological Gardens	\$8.00			



Attendance & Admissions

Admission Price for Children

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	41	\$7.18	\$8.00	\$5.95	\$5.00
Zoos	39	\$7.06	\$7.98	\$5.50	\$4.98
Aquariums	2	\$9.50	\$10.25	\$9.50	\$8.75
1	Museum of Science	\$20.00			\$5.00
2	African Safari Wildlife Park	\$15.95			\$5.00
3	Clyde Peeling's Reptiland	\$14.00			\$5.00
4	Squam Lakes Natural Science Center	\$14.00			\$5.00
5	Museum of Life and Science	\$13.00			\$5.00
6	Boothscoft Museum of Discovery	\$11.50			\$5.00
7	National Mississippi River Museum & Aquarium	\$11.00			\$4.95
8	Pueblo Zoo	\$10.00			\$4.25
9	Brookgreen Gardens	\$10.00			\$4.00
10	ZOOAMERICA North American Wildlife Park	\$9.50			\$4.00
11	Grizzly and Wolf Discovery Center	\$8.00			\$4.00
12	Jenkinson's Aquarium	\$8.00			\$3.50
13	Western North Carolina Nature Center	\$7.95			\$3.50
14	Red River Zoo	\$7.75			\$3.50
15	Capron Park Zoo	\$7.50			\$3.00
16	Bramble Park Zoo	\$7.50			\$3.00
17	Dakota Zoo	\$6.50			
18	Racine Zoological Gardens	\$6.00			
19	Northeastern Wisconsin (NEW) Zoo & Adventure Park	\$6.00			
20	Sequoia Park Zoo	\$6.00			
21	Oglebay's Good Zoo	\$5.95			
22	Roosevelt Park Zoo	\$5.50			
23	The Zoo at Chehaw	\$5.10			
24	Saginaw Children's Zoo	\$5.00			
25	Lake Superior Zoo	\$5.00			



Attendance & Admissions

Metro Population

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	48	1,047,212	493,493	166,154	66,547
Zoos	46	1,082,745	485,164	166,154	57,642
Aquariums	2	229,938	298,080	229,938	161,795

	Metro Population
1 Bergen County Zoo	18,815,988
2 Cosley Zoo	7,998,257
3 Brandywine Zoo	6,069,875
4 Museum of Science	4,588,680
5 The Butterfly House	2,850,000
6 Lee G. Simmons Conservation Park & Wildlife Safari	931,666
7 Trevor Zoo	857,592
8 Boonshoft Museum of Discovery	800,950
9 Buttonwood Park Zoo	551,082
10 Museum of Life and Science	542,700
11 ZOOAMERICA North American Wildlife Park	536,919
12 Safari West Wildlife Preserve	501,000
13 Western North Carolina Nature Center	437,657
14 Squam Lakes Natural Science Center	405,906
15 Jenkins' Aquarium	366,222
16 Lake Superior Zoo	279,771
17 Santa Fe College Teaching Zoo	277,165
18 Brookgreen Gardens	276,340
19 Charles Paddock Zoo	266,971
20 Northeastern Wisconsin (NEW) Zoo & Adventure Park	253,032
21 Saginaw Children's Zoo	200,169
22 Red River Zoo	200,102
23 Racine Zoological Gardens	195,099
24 Miller Park Zoo	167,699
25 The Zoo at Chehaw	164,609



Attendance & Admissions

Market Saturation Attendance

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	48	410.3%	154.0%	74.8%	28.3%
Zoos	46	422.7%	144.3%	74.8%	26.6%
Aquariums	2	124.2%	156.2%	124.2%	92.1%
1	Grizzly and Wolf Discovery Center	12,446.3%			
2	African Safari Wildlife Park	1,898.8%			
3	Lee Richardson Zoo	568.7%			
4	Chahinkapa Zoo	440.0%			
5	Ellen Trout Zoo	386.5%			
6	David Taylor Zoo of Emporia	344.5%			
7	Capron Park Zoo	326.7%			
8	Cape May County Park Zoo	317.0%			
9	Bramble Park Zoo	292.3%			
10	Salisbury Zoological Park	229.0%			
11	National Mississippi River Museum & Aquarium	188.2%			
12	Roosevelt Park Zoo	166.7%			
13	Dakota Zoo	149.8%			
14	ZOOAMERICA North American Wildlife Park	127.6%			
15	Idaho Falls Zoo at Tautphaus Park	125.7%			
16	Sequoia Park Zoo	123.1%			
17	Hutchinson Zoo	122.0%			
18	Brookgreen Gardens	121.6%			
19	Museum of Life and Science	105.9%			
20	Riverside Discovery Center	96.2%			
21	Scovill Zoo	96.0%			
22	Northeastern Wisconsin (NEW) Zoo & Adventure Park	88.4%			
23	Living Desert Zoo & Gardens State Park	80.8%			
24	Red River Zoo	75.0%			
25	Oglebay's Good Zoo	74.5%			



Attendance & Admissions

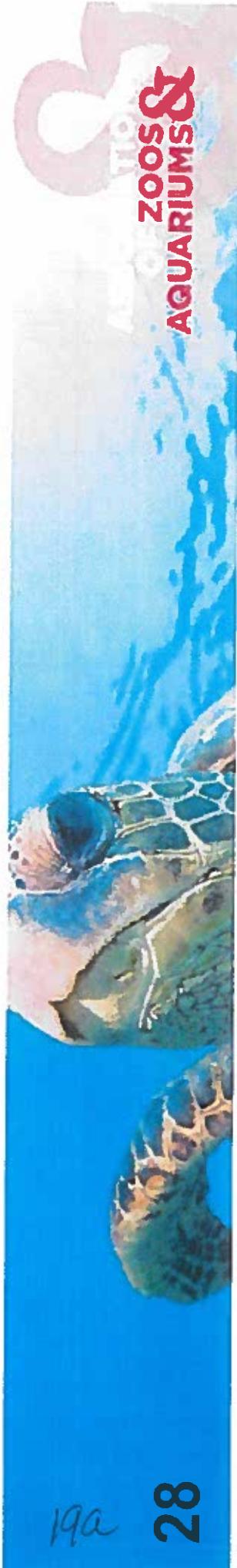
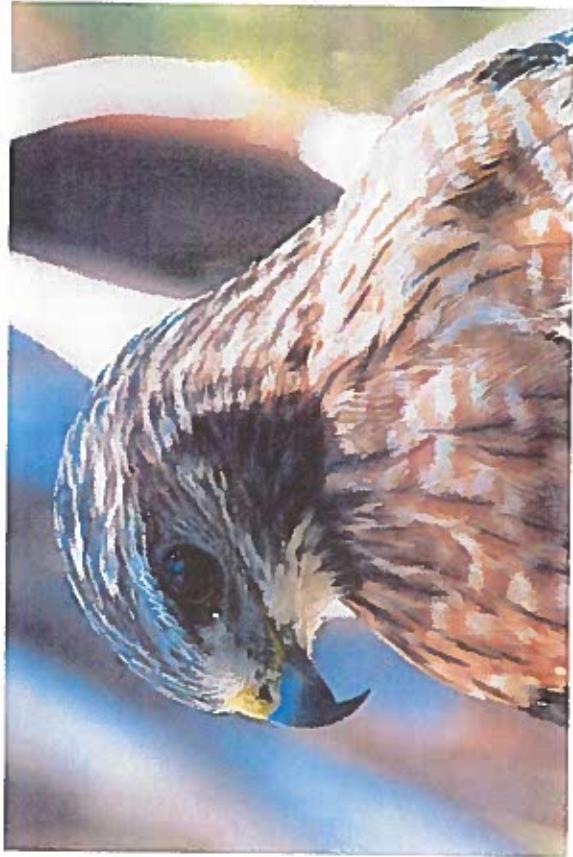
Market Saturation Membership Individuals

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	42	15.3%	10.1%	3.8%	2.3%
Zoos	41	15.4%	8.8%	3.7%	2.3%
Aquariums	1	13.1%	13.1%	13.1%	13.1%

1	African Safari Wildlife Park	248.5%	26	Scovill Zoo	3.0%
2	Grizzly and Wolf Discovery Center	129.4%	27	Lee Richardson Zoo	2.8%
3	Ellen Trout Zoo	35.8%	28	Miller Park Zoo	2.6%
4	Chahinkapa Zoo	32.2%	29	Hutchinson Zoo	2.4%
5	Bramble Park Zoo	24.4%	30	Lake Superior Zoo	2.3%
6	Roosevelt Park Zoo	20.6%	31	Salisbury Zoological Park	2.3%
7	Dakota Zoo	16.9%	32	The Zoo at Chehaw	2.3%
8	National Mississippi River Museum & Aquarium	13.1%	33	Racine Zoological Gardens	2.1%
9	Capron Park Zoo	11.6%	34	Buttonwood Park Zoo	1.9%
10	Museum of Life and Science	10.7%	35	Squam Lakes Natural Science Center	1.1%
11	Sequoia Park Zoo	10.5%	36	Clyde Peeling's Reptil and	0.5%
12	David Taylor Zoo of Emporia	8.8%	37	Santa Fe College Teaching Zoo	0.2%
13	Brookgreen Gardens	6.7%	38	ZOOAMERICA North American Wildlife Park	0.1%
14	Oglebay's Good Zoo	6.7%	39	Brandywine Zoo	0.0%
15	Western North Carolina Nature Center	5.2%	40	Cosley Zoo	0.0%
16	Northeastern Wisconsin (NEW) Zoo & Adventure Park	4.9%	41	Trevor Zoo	0.0%
17	Riverside Discovery Center	4.5%	42	Bergen County Zoo	0.0%
18	Red River Zoo	4.5%			
19	Idaho Falls Zoo at Tautphaus Park	4.5%			
20	Saginaw Children's Zoo	4.2%			
21	Pueblo Zoo	3.9%			
22	Sunset Zoological Park	3.7%			
23	Boonshoft Museum of Discovery	3.4%			
24	Charles Paddock Zoo	3.2%			
25	Lee G. Simmons Conservation Park & Wildlife Safari	3.0%			

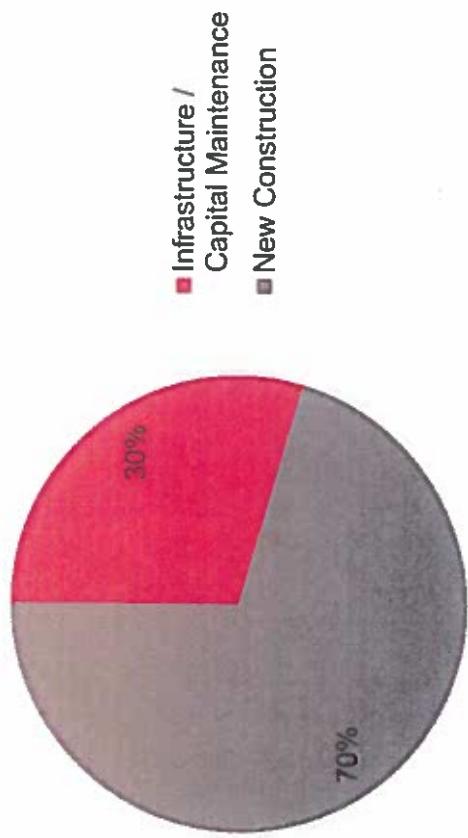


Capital Expenditure

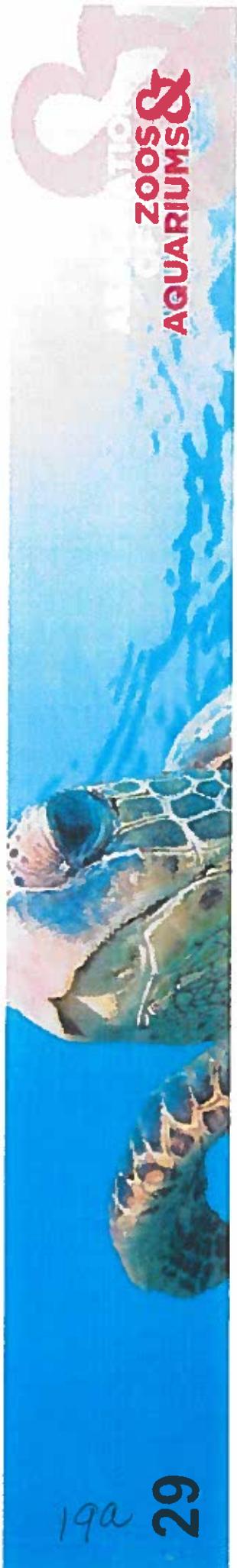
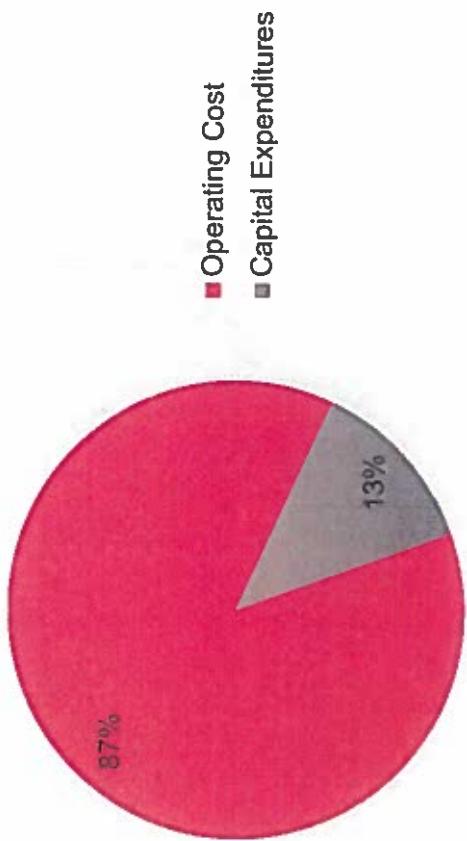


Capital Expenditure

Infrastructure/Capital Maintenance vs. New Construction



Total Budget



Capital Expenditure

Infrastructure / Capital Maintenance

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	31	\$1,745,457	\$152,250	\$64,629	\$27,750
Zoos	31	\$1,745,457	\$152,250	\$64,629	\$27,750
Aquariums	0				

1	Charles Paddock Zoo	\$50,000,000	26	Trevor Zoo	\$25,000
2	The Zoo at Chehaw	\$700,000	27	Hutchinson Zoo	\$22,500
3	Museum of Life and Science	\$639,243	28	Santa Fe College Teaching Zoo	\$21,134
4	Sunset Zoological Park	\$450,000	29	Sequoia Park Zoo	\$5,000
5	Buttonwood Park Zoo	\$395,000	30	ZOOAMERICA North American Wildlife Park	\$5,000
6	Brookgreen Gardens	\$265,000	31	Grizzly and Wolf Discovery Center	\$3,833
7	Ellen Trout Zoo	\$234,289			
8	Roosevelt Park Zoo	\$154,500			
9	Bergen County Zoo	\$150,000			
10	Scovill Zoo	\$136,500			
11	African Safari Wildlife Park	\$129,532			
12	Saginaw Children's Zoo	\$105,109			
13	Brandywine Zoo	\$100,000			
14	Dakota Zoo	\$85,000			
15	Capron Park Zoo	\$70,000			
16	Riverside Discovery Center	\$64,529			
17	Oglebay's Good Zoo	\$56,000			
18	Salisbury Zoological Park	\$50,000			
19	Red River Zoo	\$45,000			
20	Squam Lakes Natural Science Center	\$44,000			
21	Cosley Zoo	\$43,500			
22	Lee G. Simmons Conservation Park & Wildlife Safari	\$28,900			
23	David Taylor Zoo of Emporia	\$28,000			
24	Bramble Park Zoo	\$27,500			
25	Northeastern Wisconsin (NEW) Zoo & Adventure Park	\$25,000			



Capital Expenditure

New Construction

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	33	\$507,711	\$558,108	\$330,000	\$86,800
Zoos	33	\$507,711	\$558,108	\$330,000	\$86,800
Aquariums	0				

1	Sunset Zoological Park	\$3,000,000	26	David Taylor Zoo of Emporia	\$73,000
2	Grizzly and Wolf Discovery Center	\$2,920,629	27	Bramble Park Zoo	\$71,346
3	Western North Carolina Nature Center	\$1,685,255	28	Squam Lakes Natural Science Center	\$50,000
4	Red River Zoo	\$910,000	29	Roosevelt Park Zoo	\$30,000
5	Museum of Life and Science	\$789,913	30	Santa Fe College Teaching Zoo	\$21,449
6	Charles Paddock Zoo	\$750,000	31	Oglebay's Good Zoo	\$20,000
7	Buttonwood Park Zoo	\$696,000	32	Sequoia Park Zoo	\$10,000
8	Bergen County Zoo	\$600,000	33	ZOOAMERICA North American Wildlife Park	\$5,000
9	Cosley Zoo	\$558,108			
10	The Zoo at Chehaw	\$500,000			
11	Salisbury Zoological Park	\$500,000			
12	Hutchinson Zoo	\$475,000			
13	Trevor Zoo	\$450,000			
14	Dakota Zoo	\$400,000			
15	Lee Richardson Zoo	\$350,000			
16	Riverside Discovery Center	\$346,000			
17	Racine Zoological Gardens	\$330,000			
18	Scovill Zoo	\$271,300			
19	Ellen Trout Zoo	\$200,000			
20	Brandywine Zoo	\$150,000			
21	Miller Park Zoo	\$150,000			
22	Northeastern Wisconsin (NEW) Zoo & Adventure Park	\$150,000			
23	African Safari Wildlife Park	\$105,000			
24	Saginaw Children's Zoo	\$99,666			
25	Lee G. Simmons Conservation Park & Wildlife Safari	\$86,800			

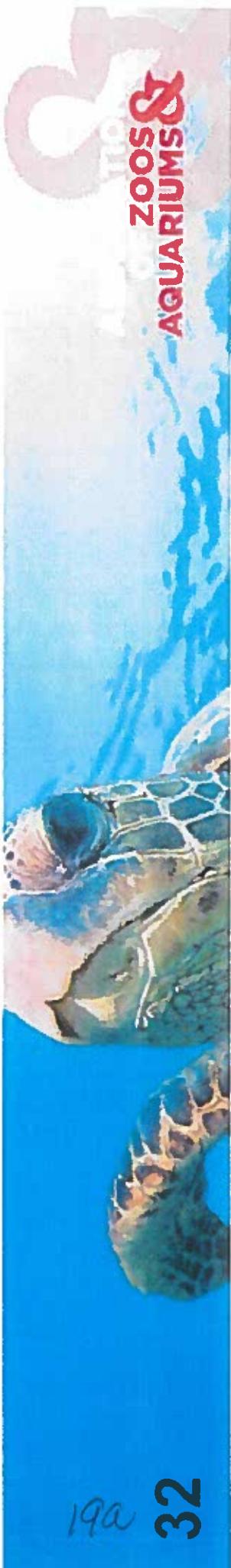
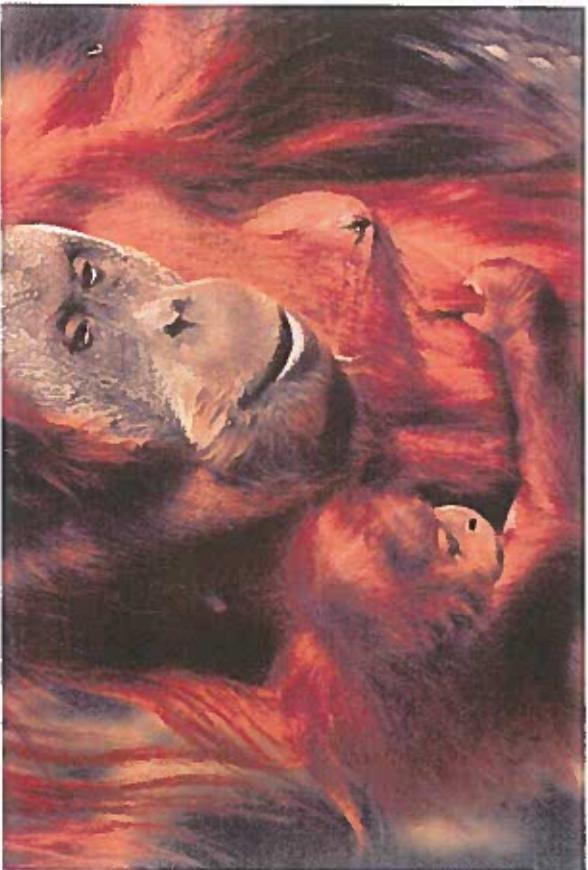


ZOOS &
AQUARIUMS

Workforce

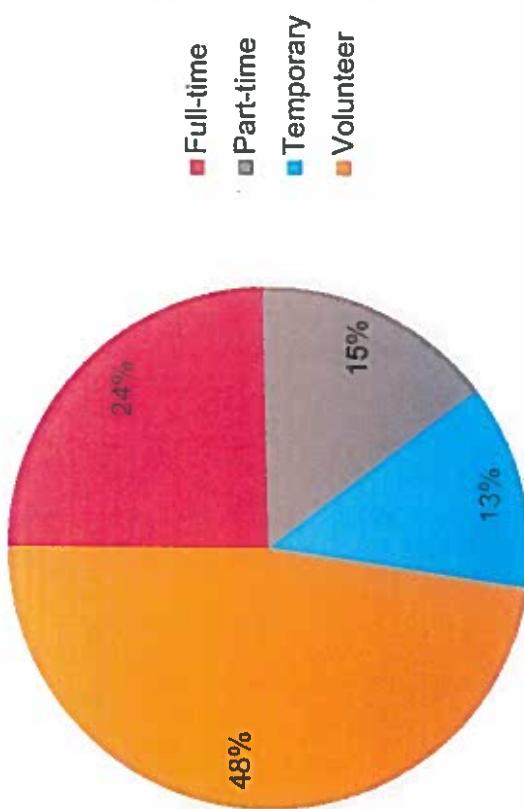
Notes

- Full-time staff have been reported as employees paid by the Institution, society, and/or local governing agency/authority. Part-time and full-time staff are expressed in Full-time Equivalents.

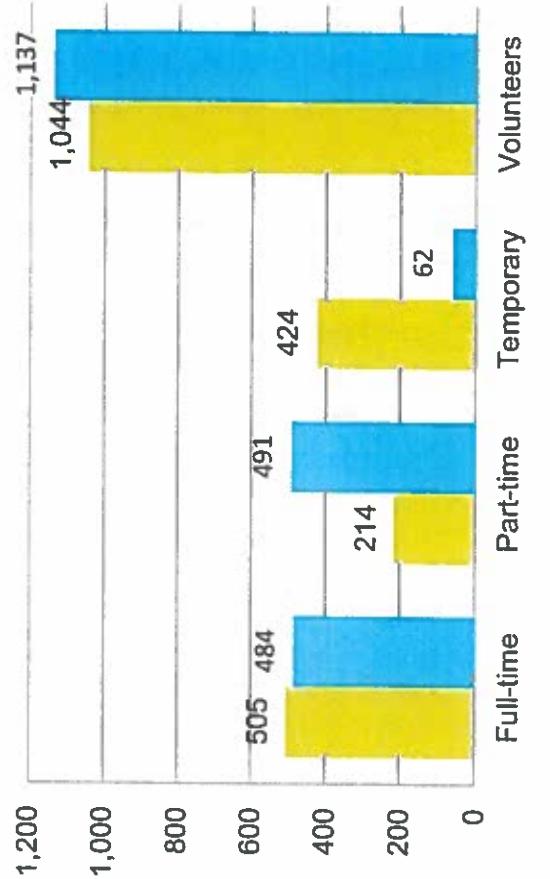


Workforce

Workforce Positions

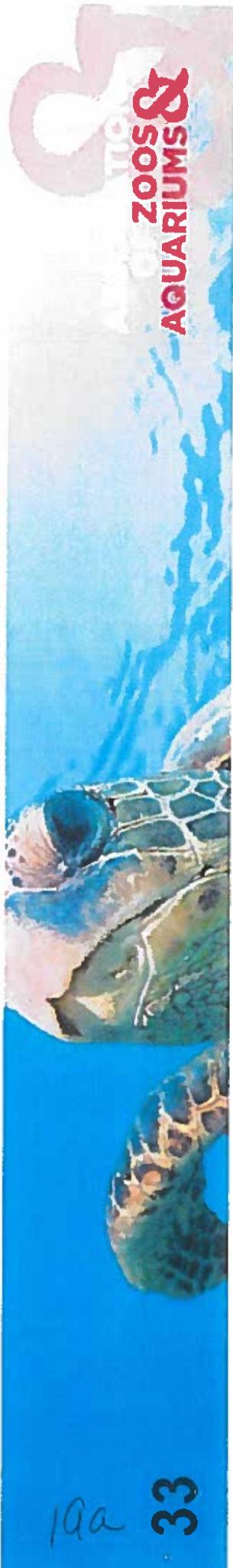


Number of Positions by Institution Type



10a

33



Workforce

Full-time Employees

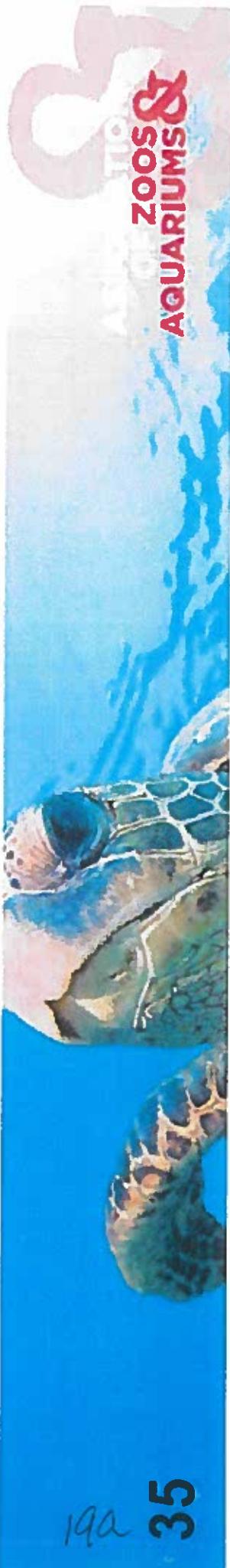
	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	48	27	24	14	10
Zoos	46	27	24	14	10
Aquariums	2	30	37	30	24
1 Museum of Science	340	26	Idaho Falls Zoo at Tauftaus Park		14
2 Museum of Life and Science	89	27	Lee G. Simmons Conservation Park & Wildlife Safari		13
3 Brookgreen Gardens	82	28	Living Desert Zoo & Gardens State Park		12
4 Safari West Wildlife Preserve	64	29	Northeastern Wisconsin (NEW) Zoo & Adventure Park		12
5 National Mississippi River Museum & Aquarium	43	30	Brandywine Zoo		12
6 Cape May County Park Zoo	40	31	Dakota Zoo		12
7 Buttonwood Park Zoo	36	32	Scovill Zoo		12
8 Lee Richardson Zoo	29	33	Roosevelt Park Zoo		12
9 Grizzly and Wolf Discovery Center	26	34	ZOOAMERICA North American Wildlife Park		11
10 Clyde Peeling's Reptiland	26	35	The Butterfly House		11
11 Lake Superior Zoo	25	36	Miller Park Zoo		10
12 Pueblo Zoo	25	37	Santa Fe College Teaching Zoo		10
13 Ellen Trout Zoo	24	38	Riverside Discovery Center		10
14 Saginaw Children's Zoo	24	39	Hutchinson Zoo		9
15 Racine Zoological Gardens	22	40	Bramble Park Zoo		9
16 Red River Zoo	22	41	Chahinkapa Zoo		9
17 Western North Carolina Nature Center	22	42	African Safari Wildlife Park		8
18 Bergen County Zoo	20	43	Cosley Zoo		8
19 The Zoo at Chehaw	19	44	Charles Paddock Zoo		7
20 Squam Lakes Natural Science Center	19	45	Sequoia Park Zoo		7
21 Sunset Zoological Park	18	46	David Taylor Zoo of Emporia		5
22 Jenkinson's Aquarium	17	47	Trevor Zoo		5
23 Capron Park Zoo	15	48	Boonshoft Museum of Discovery		4
24 Oglebay's Good Zoo	14				
25 Salisbury Zoological Park	14				



Workforce

Part-time Employees

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	46	18	22	10	4
Zoos	44	17	21	9	4
Aquariums	2	43	55	43	31
1 Safari West Wildlife Preserve	99	26	Squam Lakes Natural Science Center	7	
2 National Mississippi River Museum & Aquarium	67	27	Dakota Zoo	6	
3 Brookgreen Gardens	66	28	Salisbury Zoological Park	6	
4 Oglebay's Good Zoo	57	29	Racine Zoological Gardens	6	
5 Museum of Science	56	30	Riverside Discovery Center	5	
6 The Zoo at Chehaw	46	31	Roosevelt Park Zoo	4	
7 Museum of Life and Science	43	32	Lee Richardson Zoo	4	
8 Northeastern Wisconsin (NEW) Zoo & Adventure Park	42	33	Living Desert Zoo & Gardens State Park	4	
9 ZOOAMERICA North American Wildlife Park	40	34	Saginaw Children's Zoo	4	
10 Buttonwood Park Zoo	28	35	David Taylor Zoo of Emporia	4	
11 Pueblo Zoo	26	36	Hutchinson Zoo	3	
12 Cosley Zoo	22	37	Red River Zoo	3	
13 Chahinkapa Zoo	20	38	Grizzly and Wolf Discovery Center	2	
14 Jenkinson's Aquarium	19	39	Cape May County Dark Zoo	2	
15 Brandywine Zoo	18	40	Trevor Zoo	2	
16 Sequoia Park Zoo	18	41	Western North Carolina Nature Center	2	
17 Lee G. Simmons Conservation Park & Wildlife Safari	16	42	Boonshoft Museum of Discovery	2	
18 Capron Park Zoo	15	43	African Safari Wildlife Park	1	
19 Bramble Park Zoo	14	44	Bergen County Zoo	1	
20 Idaho Falls Zoo at Tautphaus Park	14	45	Ellen Trout Zoo	1	
21 Clyde Peeling's Reptiland	13	46	Santa Fe College Teaching Zoo	1	
22 Lake Superior Zoo	13				
23 Scovill Zoo	10				
24 Charles Paddock Zoo	9				
25 Sunset Zoological Park	8				



Workforce

Temporary Employees

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	29	25	20	15	6
Zoos	28	25	20	15	6
Aquariums	1	17	17	17	17

1	Museum of Science	283	26	Hutchinson Zoo	3
2	African Safari Wildlife Park	50	27	Ellen Trout Zoo	2
3	Bergen County Zoo	50	28	Charles Paddock Zoo	2
4	Lake Superior Zoo	37	29	Riverside Discovery Center	1
5	Saginaw Children's Zoo	25			
6	Dakota Zoo	20			
7	Red River Zoo	20			
8	Roosevelt Park Zoo	20			
9	Sunset Zoological Park	20			
10	Racine Zoological Gardens	18			
11	Lee Richardson Zoo	17			
12	Jenkinson's Aquarium	17			
13	Grizzly and Wolf Discovery Center	16			
14	Capron Park Zoo	15			
15	Bramble Park Zoo	15			
16	Scovill Zoo	15			
17	Idaho Falls Zoo at Tautphaus Park	14			
18	Cosley Zoo	14			
19	Brandywine Zoo	12			
20	Miller Park Zoo	11			
21	Chahinkapa Zoo	10			
22	Western North Carolina Nature Center	6			
23	Squam Lakes Natural Science Center	5			
24	Santa Fe College Teaching Zoo	3			
25	Brookgreen Gardens	3			



Workforce

Volunteers

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	45	140	200	91	35
Zoos	43	142	200	91	38
Aquariums	2	96	138	96	53

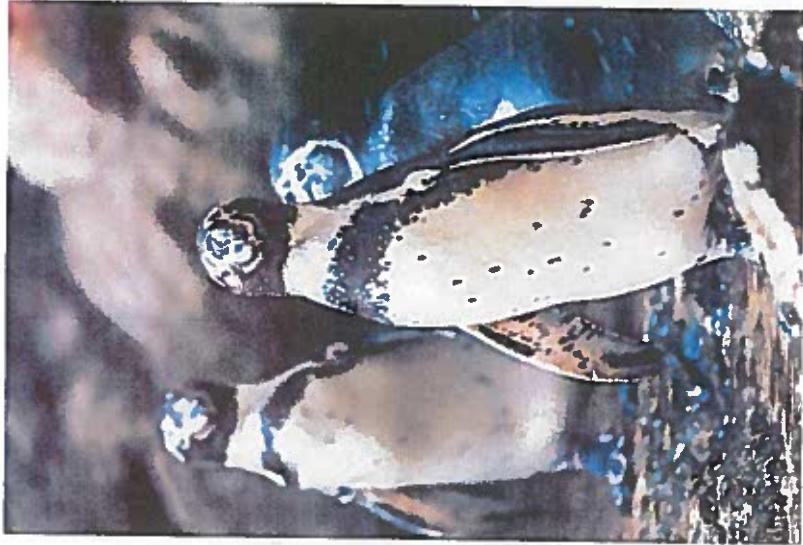
1	Museum of Science	709	26	Scovill Zoo	79
2	Brookgreen Gardens	413	27	Salisbury Zoological Park	75
3	Cosley Zoo	385	28	Miller Park Zoo	72
4	Buttonwood Park Zoo	368	29	Riverside Discovery Center	70
5	Saginaw Children's Zoo	350	30	Bergen County Zoo	50
6	Lake Superior Zoo	300	31	Capron Park Zoo	50
7	Museum of Life and Science	289	32	Idaho Falls Zoo at Tautphaus Park	48
8	The Butterfly House	250	33	Grizzly and Wolf Discovery Center	40
9	Sequoia Park Zoo	245	34	Brandywine Zoo	35
10	Western North Carolina Nature Center	240	35	David Taylor Zoo of Emporia	31
11	Squam Lakes Natural Science Center	200	36	Lee Richardson Zoo	30
12	Roosevelt Park Zoo	200	37	Charles Paddock Zoo	25
13	Ellen Trout Zoo	200	38	Bramble Park Zoo	20
14	National Mississippi River Museum & Aquarium	181	39	Boonshoft Museum of Discovery	18
15	Racine Zoological Gardens	170	40	Chahinkapa Zoo	15
16	Northeastern Wisconsin (NEW) Zoo & Adventure Park	165	41	Jenkinsion's Aquarium	10
17	Dakota Zoo	150	42	Cape May County Park Zoo	7
18	Oglebay's Good Zoo	120	43	Lee G. Simmons Conservation Park & Wildlife Safari	7
19	Sunset Zoological Park	100	44	Clyde Peeling's Reptiland	6
20	Trevor Zoo	100	45	ZOOAMERICA North American Wildlife Park	6
21	The Zoo at Chehaw	96			
22	Pueblo Zoo	95			
23	Hutchinson Zoo	91			
24	Santa Fe College Teaching Zoo	90			
25	Red River Zoo	81			



Earned Revenue

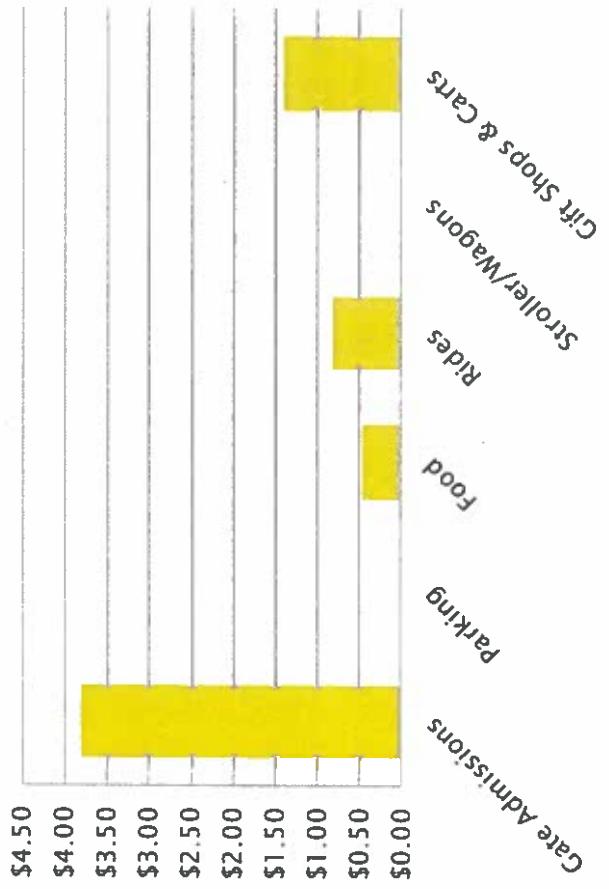
Notes

- This section reflects 2017 data collected in the Earned Revenue Survey. The survey was sent to all accredited Institution Directors in January 2018 and 114 institutions participated. The data was compiled by Michael T. Gill Visitor Services Consultant, LLC.
- Total Food Revenue includes catering, food stands/carts, and vending machines.
- Earned Revenue includes totals for gate admission, parking, all foods, rides, stroller/wagons, and gift shop revenues.
- Earned Revenue per capita is based on attendance reported for 2017 by institution.

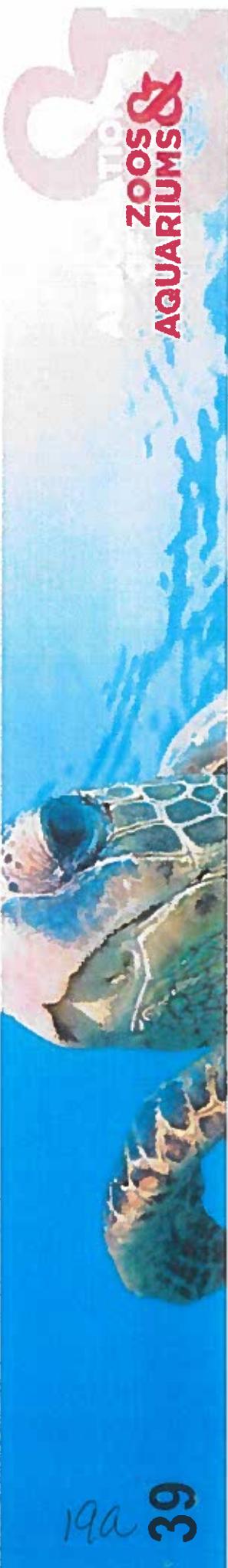
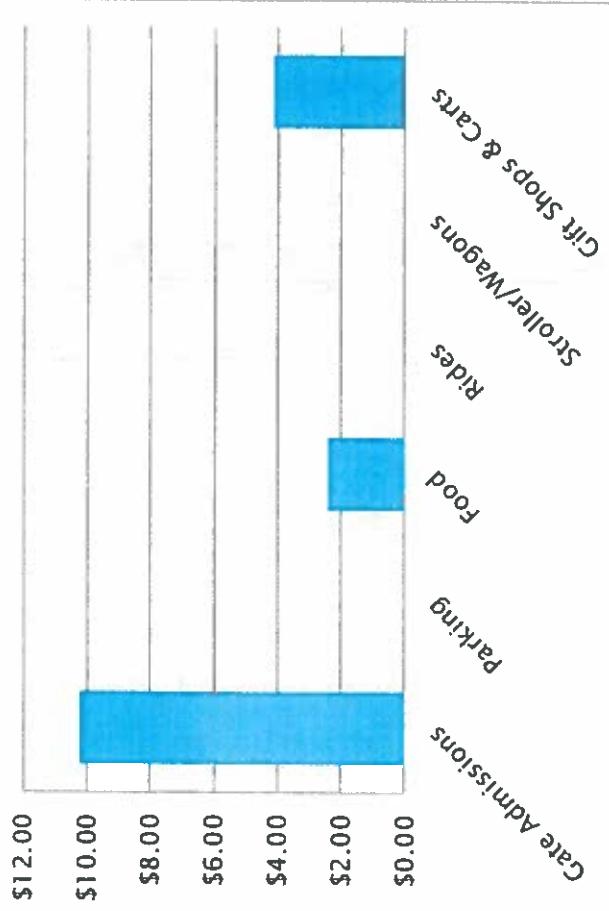


Earned Revenue

**Earned Revenue per Capita
for Zoos**

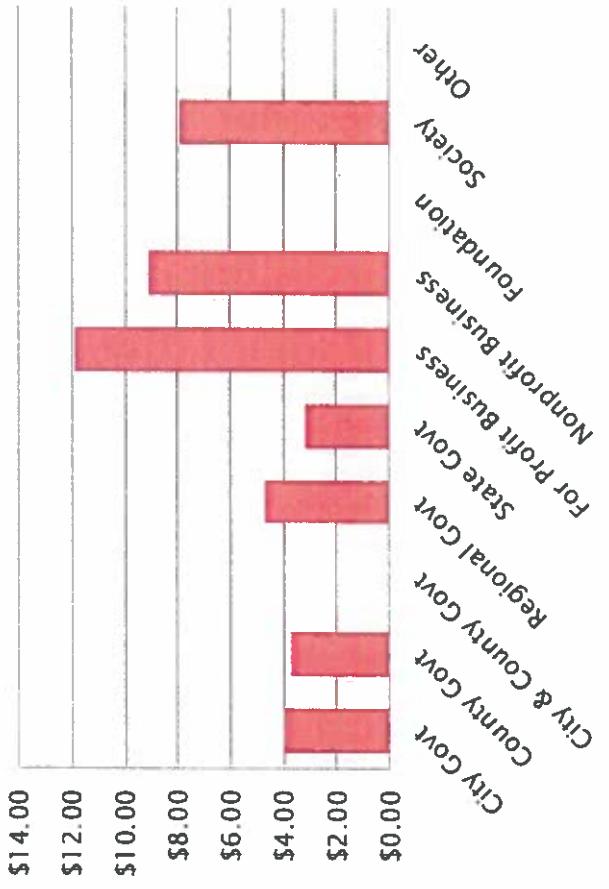


**Earned Revenue per Capita
for Aquariums**

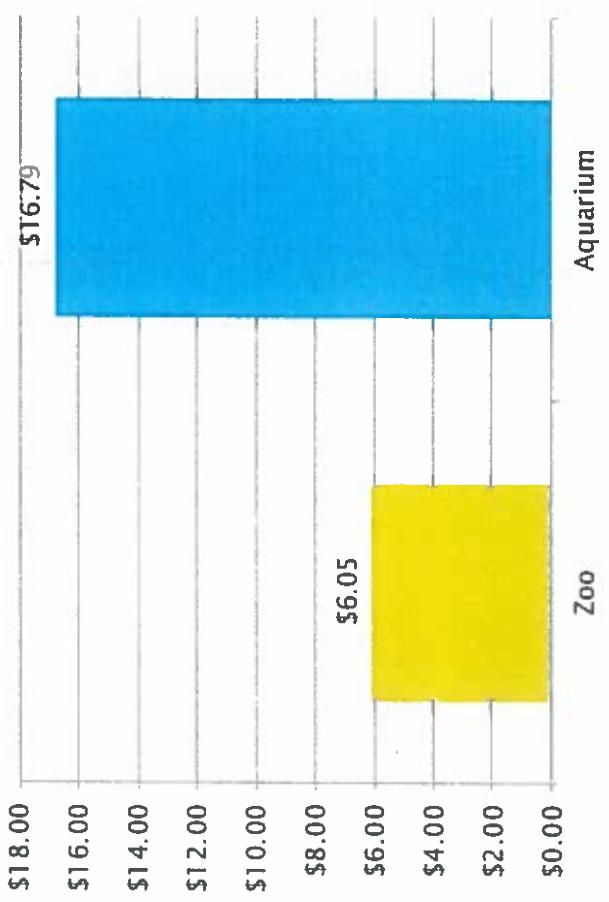


Earned Revenue

**Earned Revenue per Capita
by Governing Agency**



**Earned Revenue per Capita
by Institution Type**

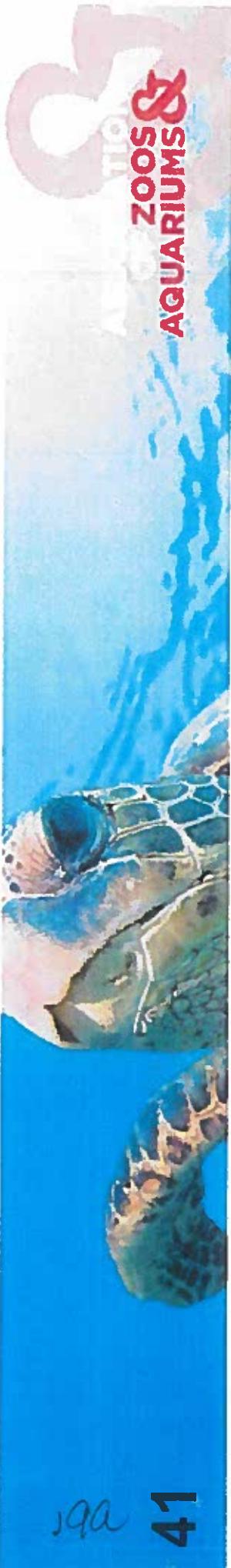


Earned Revenue

Gate Admissions Revenue

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	16	\$644,702	\$665,120	\$423,237	\$294,480
Zoos	15	\$567,419	\$547,660	\$405,624	\$279,902
Aquariums	1	\$1,803,950	\$1,803,950	\$1,803,950	\$1,803,950

1	Museum of Life and Science	\$1,933,072
2	National Mississippi River Museum & Aquarium	\$1,803,950
3	Grizzly and Wolf Discovery Center	\$1,601,576
4	African Safari Wildlife Park	\$956,479
5	Boonshoft Museum of Discovery	\$568,000
6	Bergen County Zoo	\$527,319
7	Squiam Lakes Natural Science Center	\$453,945
8	Lake Superior Zoo	\$440,850
9	Miller Park Zoo	\$405,624
10	Pueblo Zoo	\$361,938
11	Cosley Zoo	\$348,853
12	Buttonwood Park Zoo	\$309,058
13	Scovill Zoo	\$250,746
14	The Zoo at Chehaw	\$198,329
15	Living Desert Zoo & Gardens State Park	\$136,000
16	Lee Richardson Zoo	\$19,492

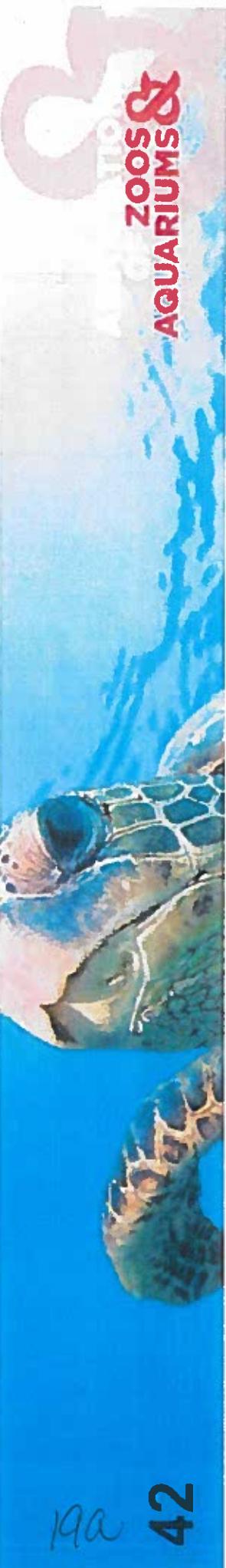


Earned Revenue

Gate Admissions Revenue per Capita

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	16	\$4.23	\$4.83	\$3.35	\$2.39
Zoos	15	\$3.83	\$4.17	\$3.33	\$2.32
Aquariums	1	\$10.23	\$10.23	\$10.23	\$10.23

1	National Mississippi River Museum & Aquarium	\$10.23
2	Grizzly and Wolf Discovery Center	\$9.91
3	African Safari Wildlife Park	\$8.32
4	Lake Superior Zoo	\$5.41
5	Squam Lakes Natural Science Center	\$4.63
6	Pueblo Zoo	\$3.70
7	Miller Park Zoo	\$3.53
8	Museum of Life and Science	\$3.36
9	Boonshoft Museum of Discovery	\$3.33
10	The Zoo at Chehaw	\$3.20
11	Living Desert Zoo & Gardens State Park	\$3.16
12	Scovill Zoo	\$2.45
13	Bergen County Zoo	\$2.20
14	Buttonwood Park Zoo	\$2.18
15	Cosley Zoo	\$2.05
16	Lee Richardson Zoo	\$0.09

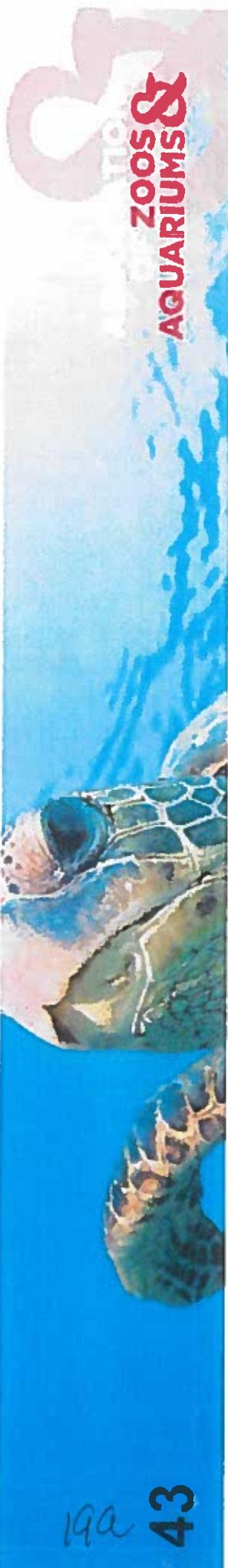


Earned Revenue

Parking Revenue

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	0				
Zoos	0				
Aquariums	0				

No data was received

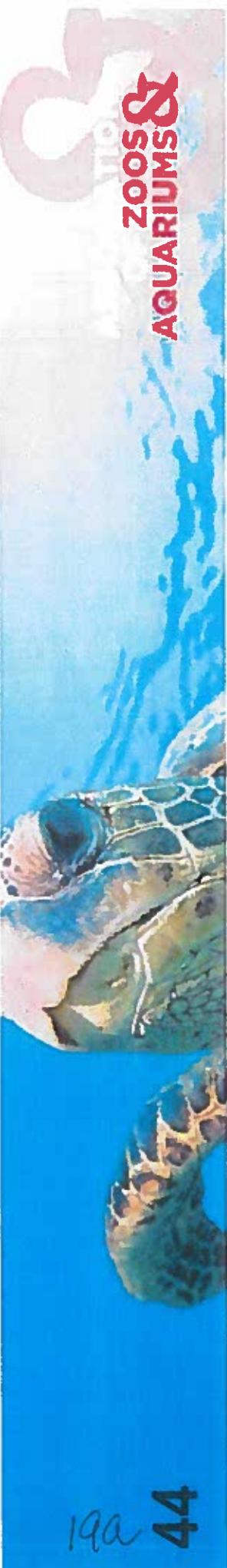


Earned Revenue

Parking Revenue per Capita

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	0				
Zoos	0				
Aquariums	0				

1 No data was received



Earned Revenue

Food Revenue

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	13	\$87,506	\$77,329	\$63,414	\$12,120
Zoos	12	\$59,218	\$77,165	\$55,136	\$11,391
Aquariums	1	\$426,960	\$426,960	\$426,960	\$426,960

- 1 National Mississippi River Museum & Aquarium \$426,960
- 2 Buttonwood Park Zoo \$170,588
- 3 African Safari Wildlife Park \$134,100
- 4 Museum of Life and Science \$77,329
- 5 Scovill Zoo \$77,110
- 6 Cosley Zoo \$68,599
- 7 Lake Superior Zoo \$63,414
- 8 Pueblo Zoo \$46,857
- 9 The Zoo at Chehaw \$40,951
- 10 Grizzly and Wolf Discovery Center \$12,120
- 11 Lee Richardson Zoo \$9,205
- 12 Miller Park Zoo \$7,852
- 13 Boonshoft Museum of Discovery \$2,488

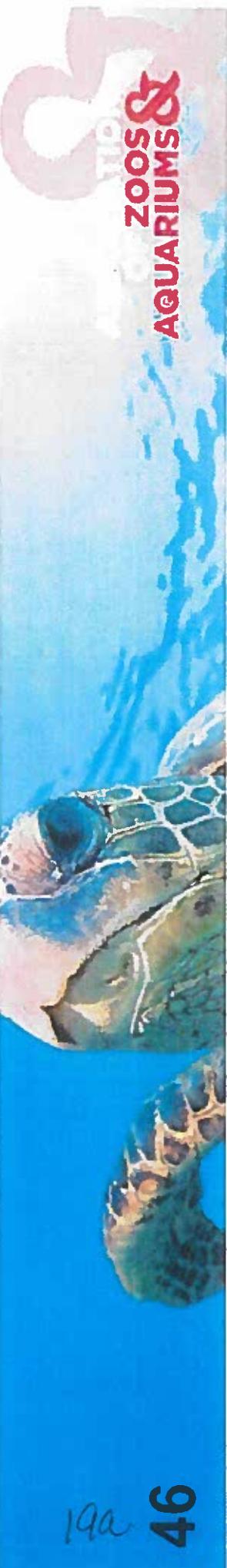


Earned Revenue

Food Revenue per Capita

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	13	\$0.63	\$0.78	\$0.48	\$0.08
Zoos	12	\$0.48	\$0.76	\$0.44	\$0.07
Aquariums	1	\$2.42	\$2.42	\$2.42	\$2.42

- 1 National Mississippi River Museum & Aquarium \$2.42
- 2 Buttonwood Park Zoo \$1.20
- 3 African Safari Wildlife Park \$1.17
- 4 Lake Superior Zoo \$0.78
- 5 Scovill Zoo \$0.75
- 6 The Zoo at Cheehaw \$0.66
- 7 Pueblo Zoo \$0.48
- 8 Cosley Zoo \$0.40
- 9 Museum of Life and Science \$0.14
- 10 Grizzly and Wolf Discovery Center \$0.08
- 11 Miller Park Zoo \$0.07
- 12 Lee Richardson Zoo \$0.04
- 13 Boonshoft Museum of Discovery \$0.02



Earned Revenue

Rides Revenue

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	11	\$137,667	\$214,863	\$60,505	\$25,324
Zoos	11	\$137,667	\$214,863	\$60,505	\$25,324
Aquariums	0				

- 1 Museum of Life and Science \$395,397
- 2 Bergen County Zoo \$365,716
- 3 Squam Lakes Natural Science Center \$218,530
- 4 Scovill Zoo \$211,196
- 5 Buttonwood Park Zoo \$161,198
- 6 African Safari Wildlife Park \$60,505
- 7 Miller Park Zoo \$36,505
- 8 Lee Richardson Zoo \$34,596
- 9 Lake Superior Zoo \$16,052
- 10 The Zoo at Chehaw \$7,800
- 11 Cosley Zoo \$6,845

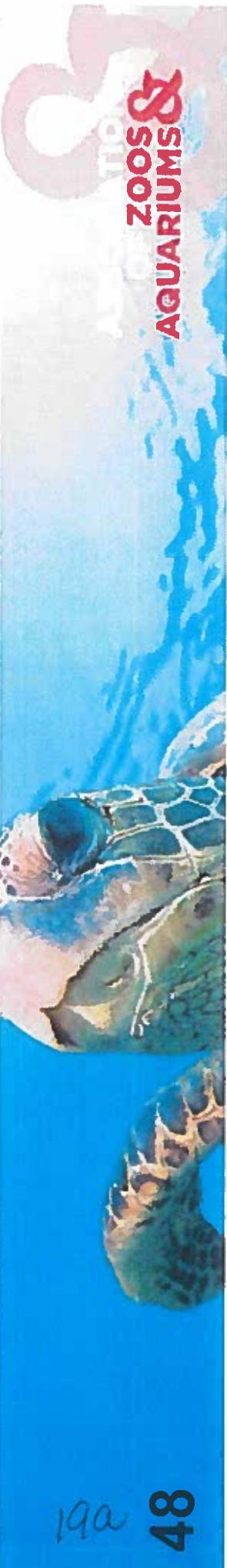


Earned Revenue

Rides Revenue per Capita

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	11	\$0.82	\$1.33	\$0.53	\$0.18
Zoos	11	\$0.82	\$1.33	\$0.53	\$0.18
Aquariums	0				

1	Squam Lakes Natural Science Center	\$2.23
2	Scovill Zoo	\$2.06
3	Bergen County Zoo	\$1.52
4	Buttonwood Park Zoo	\$1.14
5	Museum of Life and Science	\$0.69
6	African Safari Wildlife Park	\$0.53
7	Miller Park Zoo	\$0.32
8	Lake Superior Zoo	\$0.20
9	Lee Richardson Zoo	\$0.15
10	The Zoo at Chehaw	\$0.13
11	Cosley Zoo	\$0.04



Earned Revenue

Stroller/Wagons Revenue

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	7	\$3,775	\$5,027	\$3,324	\$2,583
Zoos	7	\$3,775	\$5,027	\$3,324	\$2,583
Aquariums	0				

1	Pueblo Zoo	\$6,280
2	Buttonwood Park Zoo	\$5,978
3	Lee Richardson Zoo	\$4,076
4	Museum of Life and Science	\$3,324
5	Lake Superior Zoo	\$2,842
6	Scovill Zoo	\$2,324
7	The Zoo at Chehaw	\$1,600



Earned Revenue

Stroller/Wagons Revenue per Capita

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	7	\$0.03	\$0.04	\$0.03	\$0.02
Zoos	7	\$0.03	\$0.04	\$0.03	\$0.02
Aquariums	0				

- 1 Pueblo Zoo
- 2 Buttonwood Park Zoo
- 3 Lake Superior Zoo
- 4 The Zoo at Chehaw
- 5 Scovill Zoo
- 6 Lee Richardson Zoo
- 7 Museum of Life and Science



Earned Revenue

Gift Shop & Carts Revenue

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	14	\$254,692	\$237,065	\$146,336	\$114,183
Zoos	13	\$218,201	\$216,259	\$134,587	\$113,458
Aquariums	1	\$729,074	\$729,074	\$729,074	\$729,074

1	Grizzly and Wolf Discovery Center	\$768,076
2	National Mississippi River Museum & Aquarium	\$729,074
3	Museum of Life and Science	\$535,097
4	Boonshoft Museum of Discovery	\$244,000
5	African Safari Wildlife Park	\$216,259
6	Buttonwood Park Zoo	\$185,277
7	Lee Richardson Zoo	\$158,084
8	Miller Park Zoo	\$134,587
9	Lake Superior Zoo	\$120,775
10	Squam Lakes Natural Science Center	\$116,356
11	Cosley Zoo	\$113,458
12	Pueblo Zoo	\$99,686
13	Scovill Zoo	\$95,911
14	The Zoo at Chehaw	\$49,047



Earned Revenue

Gift Shop & Carts Revenue per Capita

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	14	\$1.60	\$1.47	\$1.18	\$0.93
Zoos	13	\$1.40	\$1.43	\$1.17	\$0.93
Aquariums	1	\$4.14	\$4.14	\$4.14	\$4.14

1	Grizzly and Wolf Discovery Center	\$4.75
2	National Mississippi River Museum & Aquarium	\$4.14
3	African Safari Wildlife Park	\$1.88
4	Lake Superior Zoo	\$1.48
5	Boonshoft Museum of Discovery	\$1.43
6	Buttonwood Park Zoo	\$1.31
7	Squam Lakes Natural Science Center	\$1.19
8	Miller Park Zoo	\$1.17
9	Pueblo Zoo	\$1.02
10	Scovill Zoo	\$0.94
11	Museum of Life and Science	\$0.93
12	The Zoo at Chehaw	\$0.79
13	Lee Richardson Zoo	\$0.70
14	Cosley Zoo	\$0.67



Earned Revenue

Earned Revenue

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	16	\$1,034,953	\$1,011,612	\$716,382	\$532,007
Zoos	15	\$906,618	\$862,567	\$643,933	\$526,258
Aquariums	1	\$2,959,984	\$2,959,984	\$2,959,984	\$2,959,984

1	National Mississippi River Museum & Aquarium	\$2,959,984
2	Museum of Life and Science	\$2,944,219
3	Grizzly and Wolf Discovery Center	\$2,381,772
4	African Safari Wildlife Park	\$1,367,343
5	Bergen County Zoo	\$893,035
6	Buttonwood Park Zoo	\$832,099
7	Boonshoft Museum of Discovery	\$814,488
8	Squam Lakes Natural Science Center	\$788,831
9	Lake Superior Zoo	\$643,933
10	Scovill Zoo	\$637,287
11	Miller Park Zoo	\$584,568
12	Cosley Zoo	\$537,755
13	Pueblo Zoo	\$514,761
14	The Zoo at Chehaw	\$297,727
15	Lee Richardson Zoo	\$225,453
16	Living Desert Zoo & Gardens State Park	\$136,000



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TOP
ZOOS &
AQUARIUMS

Earned Revenue

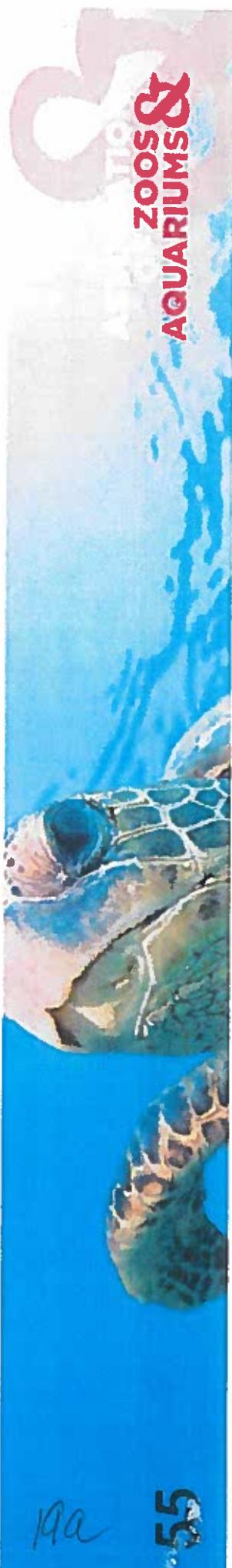
Earned Revenue per Capita

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	16	\$6.72	\$7.94	\$5.20	\$4.51
Zoos	15	\$6.05	\$7.06	\$5.12	\$4.25
Aquariums	1	\$16.79	\$16.79	\$16.79	\$16.79

1	National Mississippi River Museum & Aquarium	\$16.79
2	Grizzly and Wolf Discovery Center	\$14.74
3	African Safari Wildlife Park	\$11.89
4	Squam Lakes Natural Science Center	\$8.05
5	Lake Superior Zoo	\$7.90
6	Scovill Zoo	\$6.23
7	Buttonwood Park Zoo	\$5.86
8	Pueblo Zoo	\$5.27
9	Museum of Life and Science	\$5.12
10	Miller Park Zoo	\$5.08
11	The Zoo at Chehaw	\$4.81
12	Boonshoft Museum of Discovery	\$4.77
13	Bergen County Zoo	\$3.72
14	Cosley Zoo	\$3.16
15	Living Desert Zoo & Gardens State Park	\$3.16
16	Lee Richardson Zoo	\$0.99



Parking



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Parking

Parking Spaces for Cars

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	47	274	300	157	103
Zoos	45	269	300	150	100
Aquariums	2	375	438	375	313

1	Santa Fe College Teaching Zoo	1,500	26	Lake Superior Zoo	150
2	Bergen County Zoo	1,100	27	Roosevelt Park Zoo	144
3	Museum of Science	850	28	Grizzly and Wolf Discovery Center	136
4	Museum of Life and Science	725	29	Cosley Zoo	127
5	Northeastern Wisconsin (NEW) Zoo & Adventure Park	675	30	Salisbury Zoological Park	122
6	Cape May County Park Zoo	594	31	Lee G. Simmons Conservation Park & Wildlife Safari	120
7	Brookgreen Gardens	500	32	African Safari Wildlife Park	120
8	National Mississippi River Museum & Aquarium	500	33	Bramble Park Zoo	120
9	Lee Richardson Zoo	472	34	Riverside Discovery Center	110
10	Red River Zoo	440	35	Hutchinson Zoo	106
11	Dakota Zoo	400	36	Living Desert Zoo & Gardens State Park	100
12	The Zoo at Chehaw	300	37	Miller Park Zoo	100
13	The Butterfly House	300	38	Brandywine Zoo	92
14	Oglebay's Good Zoo	281	39	Chahinkapa Zoo	90
15	Jenkinson's Aquarium	250	40	Sunset Zoological Park	85
16	Pueblo Zoo	235	41	Idaho Falls Zoo at Tautphaus Park	80
17	Boonshoft Museum of Discovery	225	42	Clyde Peeling's Reptiland	70
18	Saginaw Children's Zoo	200	43	ZOOAMERICA North American Wildlife Park	58
19	Ellen Trout Zoo	200	44	Racine Zoological Gardens	56
20	Buttonwood Park Zoo	200	45	Sequoia Park Zoo	50
21	Squam Lakes Natural Science Center	175	46	Trevor Zoo	45
22	Charles Paddock Zoo	174	47	David Taylor Zoo of Emporia	25
23	Scovill Zoo	162			
24	Western North Carolina Nature Center	157			
25	Capron Park Zoo	150			



Parking

Parking Spaces for Buses

	Total	Average	75 Percentile	50 Percentile	25 Percentile
All Institutions	34	12	20	10	6
Zoos	33	12	18	10	6
Aquariums	1	30	30	30	30

1	Dakota Zoo	40	26	Lake Superior Zoo	
2	National Mississippi River Museum & Aquarium	30	27	African Safari Wildlife Park	
3	Santa Fe College Teaching Zoo	25	28	Salisbury Zoological Park	
4	Scovill Zoo	20	29	Sunset Zoological Park	
5	The Butterfly House	20	30	Bramble Park Zoo	
6	Northeastern Wisconsin (NEW) Zoo & Adventure Park	20	31	Brandywine Zoo	
7	Lee Richardson Zoo	20	32	Trevor Zoo	
8	Bergen County Zoo	20	33	Sequoia Park Zoo	
9	Cape May County Park Zoo	20	34	Miller Park Zoo	
10	ZOOAMERICA North American Wildlife Park	18			
11	Riverside Discovery Center	15			
12	Squam Lakes Natural Science Center	13			
13	Lee G. Simmons Conservation Park & Wildlife Safari	12			
14	Idaho Falls Zoo at Tautphaus Park	12			
15	Roosevelt Park Zoo	10			
16	Capron Park Zoo	10			
17	Chahinkapa Zoo	10			
18	Charles Paddock Zoo	10			
19	Clyde Peeling's Reptiland	10			
20	Living Desert Zoo & Gardens State Park	10			
21	Oglebay's Good Zoo	9			
22	Western North Carolina Nature Center	9			
23	Brookgreen Gardens	8			
24	Red River Zoo	7			
25	Grizzly and Wolf Discovery Center	6			

